

2025 SUSTAINABILITY REPORT

# Science for Goodness



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# From our CEO



Emmanuel Ligner, President and CEO, visits our Phillipsburg, NJ site.

Since joining Avantor®, I've made it a priority to connect with our teams, our customers and our partners to understand what matters most. One thing is clear: How we operate drives how we perform and how we grow.

That's why we launched Revival. Revival is our plan to improve execution, simplify how we work and strengthen performance across the business. As we do this, we will build on the solid foundation of governance, culture and stewardship that has shaped our efforts over the past several years.

Investment in our people is essential to how we execute. Our Career Hub builds critical skills across the business, with engagement increasing by more than 45% over the past year, and we continue to strengthen our leadership pipeline to ensure consistent performance over time.

In 2025, we've made measurable progress through practical actions. We are working to make that progress consistent and visible across the business. At the same time, we are addressing our operational footprint and advancing products and services that support our customers, suppliers and other stakeholders.

Across our portfolio, changes in how we design and deliver products are reducing environmental impact at every stage of the life cycle. After launching our Sustainable Product and Packaging Guidelines in 2024, we incorporated assessment results into our product development process and adopted new technologies that meet customer performance requirements and are better for the environment and human health.

To support customers as they transition to more sustainable laboratory operations, we are making green products easier to identify through our Environmentally Preferable Products (EPP) program as well as serving as an ACT Ecolabel Channel Partner with My Green Lab, helping customers implement more efficient processes that return valuable time to science. These efforts help customers operate more efficiently while advancing their own sustainability goals.

This is how we move forward. This work is embedded in how we run the Company every day, across our teams, our sites and our decisions. We have a clear plan, we are taking action, and we are building a stronger, more customer-focused Avantor.

I want to thank our associates for their dedication, and our customers and partners for their continued trust as we move forward together. We are committed to our sustainability efforts as we deliver long-term value for our stakeholders and the broader global community we serve.

**Emmanuel Ligner**  
President and Chief Executive Officer

# About Avantor®

We work side by side with customers at every step of the scientific journey to enable breakthroughs in medicine, healthcare and technology. Our portfolio is used in virtually every stage of the most important research, development and production activities at more than 300,000 customer locations across 180 countries. 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.

## Our mission

We set science in motion to create a better world.

## Our vision

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

## Our values

Our ICARE values embody who we are, serving as a compass for our decisions and actions. They inspire us, guide us and are foundational to our culture.



**Innovation**



**Respect**



**Customer Centric**



**Excellence**



**Accountability**

## AT A GLANCE

6M+

products distributed globally

Serving

300,000+

customer locations in 180 countries

Supplying the

top 20

pharma companies

75+

manufacturing and distribution facilities

14

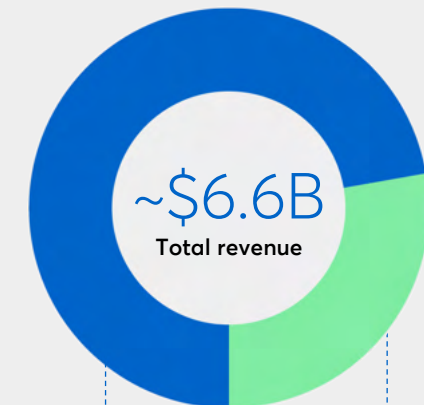
innovation centers

13,000+

associates around the world

## FINANCIAL SNAPSHOT

### 2025 revenue by segment



\$4.7B

VWR Distribution & Services

\$1.8B

Bioscience & Medtech Products

### How we serve our customers

Our customers are at the center of everything we do. We empower their scientific breakthroughs at every step, enabling them to discover and advance innovations that can change our world.

Our complementary business units serve customers in virtually every stage of research, development and production.

#### LABORATORY SOLUTIONS

Our laboratory solutions reduce complexity, increase confidence and free researchers to focus on what matters most — advancing science. For decades, we have been a leading supplier of specialized and custom laboratory products, offering millions of proprietary and third-party consumables, making us a single, reliable source for everything needed to run a lab.

Through our Laboratory Services, we partner with customers worldwide to optimize lab, clinical and production operations. Our scalable, customized services and digital solutions support every phase of discovery — from inventory management and equipment services to on-site support — helping streamline workflows and accelerate outcomes.

**Learn how we are helping our customers build smarter, faster, and more connected labs of the future. [↗](#)**

#### SUPPORTING HIGHLY REGULATED ENVIRONMENTS

From discovery to commercialization, we enable innovation on a global scale. Our proven solutions are integral to the performance of our customers' life-changing products.

Avantor's mission-critical materials and technologies become embedded in customer workflows across a wide range of applications — from biologic therapies and medical implants to aerospace and defense applications.

Avantor is a trusted partner in highly regulated environments, bringing together a comprehensive portfolio of laboratory, bioprocessing, silicone and electronic material solutions, supported by 14 Innovation Centers and a global manufacturing and distribution network.

Our portfolio includes leading brands such as J.T.Baker®, Masterflex® and NuSil®.

**Learn more about our brands. [↗](#)**



**2,200+**  
associates on-site at customer locations

**#1/#2**  
global materials provider for bioprocessing and biomaterials



# 2025 sustainability highlights

25%

increase in associate participation in learning and development programs

42%

reduction in Total Recordable Incident Rate from a 2020 baseline

42,400+

SKUs offered through the Avantor EPP program



Became an accredited My Green Lab Gold-Level Accelerator Partner



The Science Based Targets initiative (SBTi) verified our near-term (2030) science-based greenhouse gas (GHG) emissions targets

60%

of suppliers by spend enrolled in our Responsible Supplier Program

25,000+

associate volunteer hours logged — a 36% increase over 2024

32%

of associates participated in giving and volunteer programs

## AWARDS AND RECOGNITION



EcoVadis Bronze Medal<sup>1</sup>



Avantor received an **MSCI ESG Rating<sup>2</sup>** of AA as of 2025



Sustainalytics rated<sup>3</sup>



Disability:IN 2025 Best Places to Work for Disability Inclusion



Bridgewater Innovation Center achieved **LEED ID+C** Silver certification



Nordic Distribution Center received **BREEAM** certification



**CDP** supplier engagement A rating

<sup>1</sup> EcoVadis is a registered trademark. Learn more about our [recognition](#).

<sup>2</sup> The use by Avantor of any MSCI ESG Research LLC or its affiliates ("MSCI") data and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Avantor by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

<sup>3</sup> Sustainalytics is a trademark of Sustainalytics, a Morningstar Company. Copyright ©2025 All rights reserved.

# Sustainability at Avantor

One way we bring Avantor’s mission — setting science in motion to create a better world — to life is through our Science for Goodness sustainability platform. Led by our Executive Leadership Team and Board of Directors, and driven by our everyday actions, our sustainability program creates long-term value for our associates, customers, suppliers, stockholders and the communities where we work and live.

Our Science for Goodness pillars — People & Culture, Innovation & Environment, Community Impact and Governance & Integrity — are aligned with five UN Sustainable Development Goals (SDGs) and informed by our materiality assessments. They focus our efforts on areas in which Avantor can create the most impact.

## Science for Goodness Pillars



### PEOPLE & CULTURE

Fostering a high-performing company culture that enables associates to achieve their aspirations through both opportunity and development.



### INNOVATION & ENVIRONMENT

Creating sustainable solutions that advance science from discovery to commercialization.



### COMMUNITY IMPACT

Making a difference by building stronger communities where we work and live.



### GOVERNANCE & INTEGRITY

Driving ethical and compliant behaviors across our value chain; protecting our stockholders through strong governance policies and practices.

<sup>1</sup>This is an ongoing, yearly target for Avantor.

<sup>2</sup>High-priority suppliers are defined as high-risk, high-impact or strategic supplier partners.

<sup>3</sup>As pertains to that supplier’s relevant industry average score.

## Sustainability goals and progress

Since its creation, our Science for Goodness platform has included four pillars: People & Culture, Innovation & Environment, Community Impact and Governance & Integrity. As we’ve matured the program over the years, we have achieved several initial goals and set new ones.

In pursuit of continuous growth, we will evolve our approach by building on insights and achievements and leveraging stakeholder feedback and a deeper understanding of our value chain. This will allow us to accelerate progress toward our current sustainability goals and introduce new targets aligned with our business strategy.

Goals	Status
<b>People &amp; Culture</b>	
Improve associate sense of belonging	ACHIEVED
Achieve top health and safety performance within the industry	ACHIEVED <sup>1</sup>
Reduce Total Recordable Incident Rate by 25% by 2025 from a 2020 baseline	ACHIEVED
<b>Innovation &amp; Environment</b>	
Reduce absolute Scope 1 and 2 GHG emissions by 50% by 2030 from a 2020 baseline	IN PROGRESS
Reduce absolute Scope 3 GHG emissions by 25% by 2030 from a 2020 baseline	IN PROGRESS
75% of suppliers by GHG emissions to have a validated near-term Science Based Targets initiative (SBTi) target by 2030	IN PROGRESS
Increase sustainable product offerings	IN PROGRESS
<b>Community Impact</b>	
Expand science, technology, engineering and math (STEM) education programs for high school students	ACHIEVED
Broaden access to healthcare and improve health outcomes	ACHIEVED
Increase associate volunteering	ACHIEVED
<b>Governance &amp; Integrity</b>	
50% of suppliers by spend enrolled in the Responsible Supplier Program	ACHIEVED
All high-priority suppliers to have an above-industry average EcoVadis score by 2030 <sup>2,3</sup>	IN PROGRESS

## Sustainability oversight and management

Avantor's CEO and Executive Leadership Team have ultimate responsibility of sustainability at Avantor. Oversight of Avantor's sustainability program resides with our Sustainability Committee. Our Vice President of Global Sustainability and Impact and the Senior Vice President of Global Communications and Brand lead Avantor's Science for Goodness strategy and engage with the Board's Nominating & Governance Committee on material sustainability priorities.

For information on how sustainability is embedded within our Enterprise Risk Management (ERM) process, see page [40](#). →



Advancing science is at the core of Avantor's mission, and with it comes a clear mandate to deliver lasting value for our customers, investors, team members and partners. We fulfill this responsibility through disciplined resource management, strong governance and a culture defined by integrity, transparency and accountability. On behalf of the Board, I thank our stakeholders for their continued partnership as we advance our strategy, enable innovation and support the communities we serve."

**Gregory L. Summe**  
Chairman of the Board of Directors



## Stakeholder engagement

Avantor operates within a complex and interconnected ecosystem of stakeholders whose collaboration and trust are essential to our success. We regularly engage stakeholders to help shape our sustainability efforts and create strong, longstanding relationships. Everything we do is designed to deliver value to our stakeholders — with customers at the center.



### How we engage



#### ASSOCIATES

We facilitate open communication among associates, managers and senior leadership in various ways, including associate engagement surveys and listening sessions. These tools help us gauge our associates' perception of their work experience and how we could make the workplace better. We also encourage our associates to speak up about ethical, safety or other concerns, which we address promptly.

Learn more about how we are building a highly engaged workforce. →



#### CUSTOMERS

Customer Centric is one of our core values, demonstrated by the strong relationships we have cultivated with our customers globally. We gain a deep understanding of our customers' unique challenges and aspirations through active listening and collaboration. We transform their input into solutions that empower them to advance science, tackle complex challenges and achieve their business and sustainability objectives.

Learn more about our customer partnerships. →



#### INVESTORS

We engage our investors through frequent, proactive communication and collaboration through our stockholder engagement program. This includes quarterly earnings discussions, investor conferences and individual meetings. Our Executive Leadership Team and Board regularly review investor feedback and use this input in our corporate decision-making processes.

Learn more about how we engage with investors. ↗



#### SUPPLIERS

We could not meet customer needs without our trusted suppliers around the world. We work closely with them to monitor and ensure adherence to our expectations and strengthen their performance.

Learn more about our Responsible Supplier Program. ↗



#### COMMUNITIES

We engage locally through associate volunteerism and community impact programs that help build healthier, more resilient places to work, live and recruit future associates. We also contribute to economic growth by supporting small businesses and strengthening the areas where we operate.

Learn more about our Community Impact programs. →

## Q&A with our Vice President of Global Sustainability and Impact, Rachel Kaufman



Rachel Kaufman, Vice President of Global Sustainability and Impact, speaks with high school students during a STEM workshop hosted at our Bridgewater, New Jersey, Innovation Center.

**Q** How does sustainability create value for Avantor and its stakeholders?

**A** As expectations continue to evolve, customers and suppliers increasingly look for partners who can support both scientific progress and sustainability goals. Avantor's sustainability approach creates value for these stakeholders by helping them advance their innovation while operating more efficiently and reducing environmental impact.

For example, we are advancing sustainability in customer labs, with more than 700 VWR Services associates accredited My Green Lab Ambassadors trained in sustainable laboratory practices. This enables us to provide practical expertise and insights that help customers improve lab efficiency and adopt more sustainable practices.

We also support responsible end-of-life product management through vetted recycling programs and on-site collection services for materials such as gloves and garments, helping customers reduce waste and ensure proper handling.

Combined, these capabilities drive value for our customers, stockholders and other stakeholders.

**Q** How do we partner with suppliers to achieve our goals?

**A** Our aim is to integrate sustainability across our value chain, partnering with our suppliers to bring more sustainable products to market while making it easy for our customers to shop for these items through our Environmentally Preferable Products (EPP) program.

Through our Responsible Supplier Program, we engage, monitor and recognize suppliers on key sustainable sourcing topics to build supply chain capacity and resilience and ensure we deliver critical supplies with partners who meet our ethical standards.

**Q** Where is Avantor in its sustainability journey, and what are your near-term priorities?

**A** I know it is a cliché, but it's true: We're on a journey. Ingrained in our culture is the concept of continuous improvement, and that is certainly true with sustainability. We've made steady progress since launching our first sustainability report, but there's still more to do.

We have established a roadmap to achieve our 2030 GHG emissions reduction targets, which were recently verified by the Science Based Targets initiative (SBTi).

Looking ahead, we are diving further into strategies that reduce impacts along Avantor's value chain. This includes close collaboration with our suppliers and customers. We are focused on embedding environmental impact assessments into product development, providing customers with more actionable data and partnering with suppliers to strengthen their sustainability performance.

**Q** Can you share a recent highlight that Avantor celebrated?

**A** Beyond our direct operations, we're having an impact through off-site renewable energy partnerships. In 2024, Avantor joined the first cohort of the Energize program, supporting the development of three new solar projects in Spain. The project, which came online in March 2026, will provide Avantor's European operations with renewable energy annually for the next decade.

**Q** How does Avantor embed sustainability across its operations and culture?

**A** Sustainability at Avantor is woven into how we operate and create value across the Company. It is not confined to one function but enabled through a culture of accountability, ethical conduct and continuous improvement.

We support this by providing associates with clear, consistent information about our sustainability commitments, performance and progress, helping them understand the role they play in advancing our goals and delivering on our commitments.

What I'm most proud of is the way our associates are embracing this mindset — integrating sustainability into their day-to-day decisions and driving progress across our operations.

# People & Culture

We foster a high-performing culture where associates can grow, thrive and achieve their aspirations. This is supported by learning and development opportunities and a commitment to safety and well-being.

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# Goals & impact

Our global people strategy enables associates to contribute meaningfully and grow their careers while advancing our mission. We focus on building an engaged and motivated workforce through development opportunities anchored in a strong foundation of health, safety and wellness.

### 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

### IMPACT AT A GLANCE

# 25%

increase in associate participation in learning and development programs

# Top quartile

for safety performance in our relevant industries

# 42%

reduction in Total Recordable Incident Rate from a 2020 baseline, exceeding our goal



# Attracting, developing & retaining top talent

Our formal talent pipeline development strategy continues to focus on attracting qualified candidates globally and supporting associate career growth and retention through development programs that help them reach their full potential in a dynamic culture.

## Recruiting highly skilled candidates

Integrating skills-based and technology-based recruiting, we engage a broad talent pool throughout the hiring process. Our careers site, talent community and candidate relationship management tools enable more personalized engagement, including intelligent job matching and interactive features that enhance the candidate experience.

In 2025, we maintained a consistent approach to recruiting across all functions and expanded on-site recruitment events for frontline roles in our operations and manufacturing facilities, strengthening connections with candidates in local communities.

Our associates play an important role in helping us identify prospective talent. Since the launch of our Talent Knows Talent! associate referral program, we have been expanding our reach into the communities where we operate.

We continue to embed our Science of Hiring program across the organization, equipping leaders with tools and training to support fair, consistent and effective hiring decisions.

## Creating opportunities for growth and development

As our customers' needs evolve, so do the skills required of our workforce — making continuous learning and development essential to our success.

We continue to invest in the growth and development of our associates by offering accessible, relevant learning opportunities that support both individual career goals and business needs.

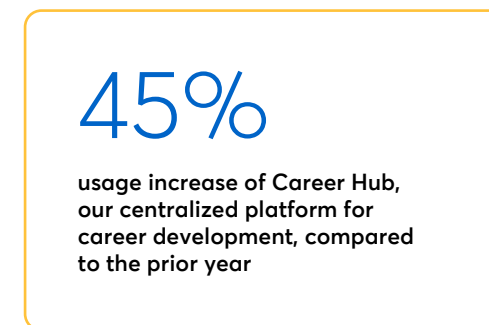
Across all roles and career stages, associates have access to flexible, on-demand and multilingual learning through Avantor Learning Academies and LinkedIn Learning. These platforms help build technical, leadership and professional skills, while regular career conversations with managers are integrated into our talent management practices in a cyclical approach to better understand, align and grow our talent. Each year begins with goal setting and ends with a performance review, ensuring alignment and continuous development for both individual and Company success. In 2025, 100% of eligible associates received performance reviews.<sup>1</sup>



Building on this foundation, we expanded our offerings in 2025 through a new partnership with Cornell University, providing associates with access to high-quality online courses and certificate programs. Available globally, these programs are aligned with our enterprise priorities and designed to strengthen professional and leadership capabilities while supporting a culture of continuous learning.

Together, these efforts reflect our ongoing commitment to providing meaningful development opportunities and empowering associates to grow their careers.

We saw increased engagement with Career Hub, our centralized platform for career development, with usage rising 45% in 2025 over the prior year. By increasing our communications and marketing about these tools, awareness and adoption grew, helping associates explore career opportunities, build skills and take a more active role in managing their development.



### COMING TOGETHER TO LEARN

We saw strong engagement during our annual Learning and Career Week, which remains a cornerstone of our development strategy. In 2025, more than 2,700 associates — approximately 20% of our global workforce — participated in over 5,200 learning experiences in a single week, including live webinars, on-demand sessions and new AI-focused content.

<sup>1</sup> Associates may be excluded due to reasons such as collective bargaining contracts, leaves of absence, mergers or acquisitions.

## Building a workplace of leaders

Just as important as technical skills, we need strong people leaders to inspire, guide and bring our teams together. Our people leaders play a fundamental role in shaping our culture and creating an environment in which all associates can contribute and succeed. These actions support better collaboration and engagement, leading to stronger performance and higher retention rates. Their leadership enables us to deliver effectively for our customers and build a positive work environment for all associates.

We regularly assess our leadership talent to ensure a robust pipeline that supports our succession planning efforts and the growth of individual leaders through specific career development plans.

Avantor's Leaders Success Model supports associates in developing and strengthening critical skills and competencies to prepare them for future leadership roles. The model focuses on vision and strategy, relationships and collaboration, talent advocacy and curiosity and innovation. It also includes a comprehensive assessment that equips directors and above with insights into their strengths and areas for improvement.

Examples of our leadership offerings include:

- The **Avantor Leadership Advantage program**, which provides a comprehensive curriculum for managers. In 2025, 142 graduating managers gave the program a 94% satisfaction rate.
- **Change Leadership Certification**, which prepares leaders to guide their teams through transformational change with empathy by focusing on how change affects people. At the end of 2025, over 150 leaders had achieved change certification.

- **Associate-Centric Teams (ACTs)-sponsored professional development programs**, open to all associates, are held throughout the year. ACTs provide associates with opportunities to build leadership skills, collaborate across functions and contribute to enterprise-wide initiatives. See page 15 for more information.
- **McKinsey Leader Academy**, which provides leadership training for all levels of associates. More than 150 leaders participated in 2025.

25%

increase in associate participation in learning and development programs

25%

of open roles were filled with internal associates

When opportunity knocks, answering the call can change everything. Alexander Pernie's journey from material handler to mentor proves that curiosity and initiative can open doors.

Read [Alexander's story](#). ↗



I've always been eager to learn — whether it's new systems or new responsibilities — and that mindset helped me move forward."

**Alexander Pernie**  
Distribution Supervisor



Find out more about what it's like to work in:

[Avantor's Distribution Center](#) ↗

[Avantor's Innovation Center](#) ↗

# Fostering associate engagement

Avantor's success relies on the unique skill sets, expertise and perspectives of our associates. When an associate feels valued, respected and supported for who they are and encouraged to fully show up and speak up, we create a welcoming workplace that fosters associate engagement leading to great ideas and innovation.

## Creating global connections

Our ACTs bring associates together around the world for events and activities throughout the year where they can meet, network and engage with colleagues from different functions. Participation is voluntary and open to all associates.



Associates in our Korea office gathered for a meaningful session highlighting the importance of mental health, kindness and empathy in recognition of Mental Health Awareness Month in October.



In honor of Remembrance Day, associates at our Lutterworth, U.K., site rolled up their sleeves to craft decorative poppies and care kits for soldiers serving overseas.



Our Phillipsburg, New Jersey, team came together to donate blood to help save lives.

### SCIENCE FOR GOODNESS IN ACTION

#### EXPANDING ACCESSIBILITY

Our Accessibility Task Force continues to ensure Avantor's facilities are fully accessible to all associates, including those with a disability.

In 2025, with guidance from our cross-functional task force and our partner Disability:IN, site leaders conducted accessibility audits at 74 Avantor facilities. The audits helped sites identify ways they could further improve accessibility, such as adding safety signs in more languages and in braille.

Beyond our workplace, we used feedback from attendees of our 2024 Annual Sales Conferences to make enhancements to the conferences in 2025. This included adding closed captioning on presentation screens and offering a quiet mindfulness space and lactation room.

Our efforts helped us earn a top score on the 2025 Disability Index® — representing a 10-point jump from 2024.



## Associate feedback shows we are on the right path

We gather associate feedback in a variety of ways, including open forums with leadership, Company-wide town halls, on-site listening sessions with our ACTs and People Pulse surveys throughout the year. These channels provide valuable insights into what we are doing well and where we can continue to improve our workforce culture.

In our most recent People Pulse survey, we saw continued improvement across several key areas, including associates feeling valued as individuals and likelihood to recommend Avantor as a place to work, reflecting positive momentum in our culture.

At the same time, feedback highlighted opportunities to strengthen role clarity and manager communication as well as enhance development and growth support. We are actively implementing action plans to address these areas and further enhance the associate experience.

For more workplace data, see our data table on page 51 and SASB index on pages 56-57. →

50%

increase in participation at all-associate town halls



### EXPANDING ENGAGEMENT WITH GLOBAL ASSOCIATES

In 2025, we evolved our all-associate town hall approach, from hosting one meeting to two same-day meetings to accommodate global time zones. Sessions are hosted by members of our Executive Leadership Team, providing associates the opportunity to ask questions and increasing transparency and connection for all in attendance.

This change increased participation by more than 50%, improved live participation and reinforced enterprise understanding.

## Investing in associate well-being

We want our associates and their families to be the best they can be, and we're committed to supporting their physical, emotional, social and financial well-being.<sup>1</sup>

We take a holistic approach to well-being, offering resources and benefits that support associates at every stage of their life and career. Our Total Rewards program includes competitive salaries, performance-based incentives, recognition awards and comprehensive benefits designed to meet the needs of our global workforce. We structure our benefits to complement local statutory programs while delivering a consistent standard of care across the organization. Core offerings include healthcare benefits, income protection, retirement and pension plans and paid time off.

We continue to strengthen our global benefits strategy to ensure it is fair, transparent and responsive to the evolving needs of our workforce.

### Associate recognition

Through our global IMPACT program, associates can recognize each other for embodying our ICARE values. In 2025, associates shared over 56,600 recognition moments, with approximately 80% of associates receiving at least one recognition.

### Promoting mental health

To support life challenges, associates and their families have access to virtual support groups and on-demand webinars on topics such as psychological safety, mindfulness, positive parenting, empathy, stress and anxiety. Mental health services are also available through our Employee Assistance Program.

In 2025, we offered Mental Health First Response training to our people managers. More than 40 people managers earned certification to support mental health in the workplace, respond during critical incidents and navigate challenges with compassion.

<sup>1</sup> 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 complete annual pay equity audits aligned with local laws and regulations.

# Demonstrating workplace safety

Through comprehensive safety programs and ongoing education and training, we strive to provide a safe and secure workplace for all associates globally. Central to our strategy is preventing injuries before they occur.

Our efforts are guided by our global Environment, Health and Safety, Security and Sustainability (EHSS&S) policy and Safety Guidelines, which align with standards set by occupational health and safety regulatory bodies such as the U.S. Occupational Safety and Health Administration. In addition, many of our sites are ISO 45001 certified.

[View our ISO-certified locations.](#)

We seek to identify, evaluate and prioritize workplace safety hazards, applying strategies to reduce or control their impact. Our EHSS&S teams are responsible for overseeing our workplace safety strategy and procedures. Managers in relevant business units also have specific targets tied to safety engagement metrics, further embedding safety into our operational culture.

Through our cloud-based EHS management system, we manage and analyze key health and safety indicators. The system enables real-time statistical analysis of incident data to identify improvement opportunities and provides centralized tools for managing chemical information, conducting job safety analyses and supporting business continuity.

We routinely conduct site inspections and closely monitor our leading indicators, adjusting our efforts where necessary to reduce the risk of workplace incidents. Throughout the year, our EHSS&S teams provide safety reports to department leaders and works with them to address opportunities for improvement.

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 team meetings. In addition, Avantor's EHSS&S Lessons Learned program creates a forum for discussing incidents.



## OUR APPROACH TO WORKPLACE SAFETY



### RISK MANAGEMENT

Proactively identify, assess and mitigate risks



### GOVERNANCE AND COMPLIANCE

Ensure adherence to regulations and standards



### CONTINUOUS IMPROVEMENT AND MEASUREMENT

Drive excellence through data-driven decisions



### CULTURE AND ENGAGEMENT

Foster a safety-first mindset and empower associates

## MAKING TIME FOR SAFETY

Through our Time for Safety initiative, site leaders participate in safety gemba walks to enhance safety awareness. Sites document observations from the walks in our EHS management system, which helps us share lessons learned across the organization. Expanding the program that started in 2024, in 2025, leaders spent 1 hour each month on safety gemba walks. In 2026, leaders will dedicate 2 hours each month to the program.



**SCIENCE FOR GOODNESS IN ACTION**

**ADDRESSING OCCUPATIONAL HEALTH AND SAFETY RISKS**

Manufacturing high-quality silicone materials requires the use of mixer machines to blend, combine and process different substances. At our Carpinteria, California, site, associates were manually moving materials from one mixer machine to another and loading the materials into mills. These tasks involved repetitive walking, bending, lifting and twisting, leading to ergonomic strain and increased risk of injury.

To reduce ergonomic risks, the site launched a workplace safety kaizen team. The goal was to eliminate manual handling hazards in the facility, achieve zero recordable incidents related to our mixing operations and improve safety compliance.

The initiative led to significant improvements, including installing a ramp with handrails to eliminate fall hazards, replacing heavy tools with lighter alternatives to reduce back strain, using a pump system to replace manual lifting and adding a static ionizer to reduce the risk of electric discharge.

These changes have resulted in a safer work environment, improved compliance and no further recordable incidents in the mixing area of the facility during 2025.

**Raising safety awareness among associates globally**

We conduct routine associate safety training customized to the specific requirements of each Avantor workplace around the globe — laboratory, manufacturing site, distribution center or office. During training, we review our hazard identification system and encourage associates to report safety observations and share suggestions to improve safety performance. In 2025, we updated training directives on flammable risk handling and emergency response.

Through root cause analysis training, we encourage associates to investigate beyond the immediate problem and identify the underlying causes of incidents. In 2025, we trained 56 additional associates as root cause analysis trainers, enabling them to train their colleagues across the organization.

In addition to this formal training, we host safety events and raise awareness through digital communications and newsletters throughout the year.

**Marking World Safety Day**

In 2025, we marked our third year participating in World Safety Day — a global moment dedicated to advancing safer workplaces. Centered on the theme "Harnessing AI for a Safer Workplace," we brought teams together for events spotlighting AI-powered tools and automation in action. Associates shared ideas, real-world experiences and fresh perspectives on how technology can help prevent risks before they happen — turning innovation into impact.

**ON-SITE EMERGENCY RESPONSE TRAINING**

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 on-site response training in collaboration with local, county, state and federal emergency management response agencies and multiple area hospitals as needed. 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.

In early 2026, we introduced an internal policy on emergency preparedness and minimum response requirements. Each Avantor site must complete an assessment against the policy and address any gaps. Under the policy, sites are required to conduct emergency drills at regular intervals throughout the year. Drills are tracked in our EHS management system for compliance.

Our Emergency Preparedness and Response Collaboration Network meets quarterly to share best practices and unique hazardous materials and technical emergency response information.

Learn more about our approach to emergency preparedness and business continuity on page 41. →

## 2025 safety performance

In 2025, Avantor again achieved safety performance results above the industry average, including a 15% improvement from 2024 for the distribution and manufacturing categories.<sup>1</sup> Our Total Recordable Incident Rate was 0.29, beating our annual target of 0.38 for the year and exceeding our 25% reduction goal.

Progress was driven by increased education, training and programming. Additionally, we have enhanced our risk identification processes and standardized root cause analysis, along with corrective action follow-up initiatives, to ensure we are effectively preventing incidents. Collectively, these actions have resulted in reaching or surpassing safety targets every year since we first established them in 2023.

For more information on workplace safety, see our data table and SASB index starting on page 51. →

## Creating a safety-first roadmap

We built a 5 year strategy roadmap to help Avantor further manage workplace safety and foster a safety-first culture by prioritizing education, empowering associates at all levels and encouraging active involvement.

Key actions in the plan include:

- Finalize and deploy a standardized risk matrix to evaluate and prioritize risks based on severity and likelihood
- Establish a prevention program to proactively identify and mitigate risks, as well as an associate behavioral safety program
- Institute a standardized Job Safety Analysis/Job Hazard Analysis methodology to help ensure consistent hazard identification and control measures across all operations and a unified risk-based approach
- Drive comprehensive process safety improvements through site-level hazard reviews, updated process hazard analyses, targeted training programs and active leadership engagement
- Standardize data capture processes across sites targeting accuracy, timeliness and consistency of reporting

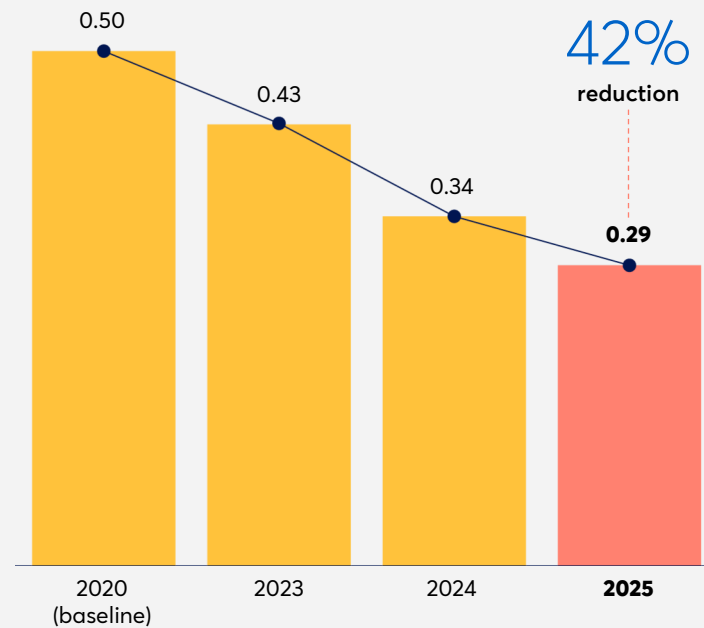
### TOTAL RECORDABLE INCIDENT RATE (TRIR)

**GOAL**

Reduce Total Recordable Incident Rate by

**25%**

by 2025 from a 2020 baseline



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



# Innovation & Environment

At Avantor, sustainability and innovation go hand in hand. From reducing our environmental footprint to enabling more efficient lab practices for our customers, we're committed to building a more resilient future through science.

**IN THIS SECTION**

- 21 Goals & impact
- 22 Delivering sustainability through our products & services
- 27 Environmental stewardship in our operations



# Goals & impact

Through our innovative products and services, we empower our customers to reduce their environmental impact, supporting a healthier planet. In parallel, we continue to improve the sustainability of our own operations and upstream value chain. This includes efforts to reduce emissions, as well as the resources we consume and the waste generated across our operations.

### NEAR-TERM TARGET

In 2025, the Science Based Targets initiative (SBTi) validated our near-term (2030) science-based greenhouse gas (GHG) emissions targets.

### GOALS



Deliver more sustainable products to customers



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



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



75% of suppliers by GHG emissions to have validated short-term SBTi target by 2030

### IMPACT AT A GLANCE

42,400+

SKUs in our Environmentally Preferable Products portfolio

16%

Scope 1 and 2 GHG emissions reduction from a 2020 baseline



Launched product carbon footprints

50%

of suppliers by GHG emissions have validated short-term SBTi targets



# Delivering sustainability through our products & services

From discovery to delivery, our complementary business units serve customers in virtually every stage of research, development and production.

We are more than a supplier; we're a problem-solving partner. Avantor experts collaborate directly with scientists, researchers and engineers to design tailored, holistic solutions — adapting our innovative technologies, materials and services to match the products, processes and needs of our customers.

Our customers look to us to help them not only empower their innovation but to do so in a more sustainable, less resource-intensive way, with a particular focus on decarbonization. From our branded Avantor products to our e-commerce distribution platform and on-site Laboratory Services team, helping our customers be more sustainable is part of the value we deliver.

## Bringing more sustainable products to market

Inspired by our Sustainable Product and Packaging Guidelines, our product development teams consider the life cycle impacts of the products we bring to market across five key stages (see graphic).

Through collaboration, our teams of experts ensure that the products we bring to market are compliant with regulations, are produced and distributed to the highest quality standards and incorporate responsibly sourced, certified raw materials when possible. As part of the development process, our teams assess the sustainability credentials of products and packaging. In 2025, we began to incorporate sustainability assessment results into our new product development stage-gating process and continued product life cycle training for our R&D, sourcing and packaging design teams to support this step going forward.



### AVANTOR SUSTAINABLE PRODUCT AND PACKAGING GUIDELINES

**1 MINIMIZE MATERIAL IMPACTS**

through reduction in the amount of material used and inclusion of sustainable, renewable and nontoxic materials.

**2 DESIGN PRODUCTS FOR EFFICIENT AND SUSTAINABLE MANUFACTURING**

to minimize production inputs and reduce energy, water, waste and emissions during production.

**3 REDUCE DISTRIBUTION IMPACT**

through optimization of product and packaging weight, volume and ratios; implementation of reusable packaging; and designs for low-emission transportation.

**4 MINIMIZE IMPACT DURING USE**

by designing products for durability, efficiency and low resource consumption during storage, processing and use.

**5 OPTIMIZE END-OF-LIFE**

through the design of products and packaging that are easy to reuse, refurbish, recycle or safely dispose of.



**SCIENCE FOR GOODNESS IN ACTION**

**INNOVATING SUSTAINABLE SOLUTIONS IN BIOPHARMA**

Avantor, in collaboration with Amgen, developed a biodegradable detergent that enables safer, more sustainable viral inactivation in biomanufacturing. The detergent delivers effective viral inactivation while maintaining protein integrity and increasing process yield, addressing a critical industry challenge with a compliant, high-performing and environmentally responsible solution for producing monoclonal antibodies, vaccines and gene therapies. This pioneering innovation was recognized with a 2025 Edison Patent Award from the Research & Development Council of New Jersey. Read more about the [development of this product by Jungmin Oh](#), Avantor’s Senior Manager of New Product Development.

Another way we’re helping laboratories reduce waste and operate more efficiently is through miniaturization in high-performance liquid chromatography (HPLC). While traditional HPLC methods require significant energy and organic solvents, our miniaturized approach scales down key elements of the process to reduce solvent use, shorten analysis times and lower energy demand — all while maintaining high-quality results. Learn more about this [innovative solution from David Dunthorne](#), Senior Research and Development Associate Chemist at Avantor.

**Deepening our understanding of product environmental impacts**

To ensure we are focusing on activities and products where the impact is greatest, we are using technologies to better quantify and measure the environmental impact of our products and packaging.

After identifying our highest-emitting product categories and gathering input from customers on their priority product categories, we set out to find the right product environmental footprint tool to help us better measure — and ultimately reduce — the carbon footprint of our proprietary and branded products.

After selecting product carbon footprint software in 2025, we ran a pilot for an initial set of proprietary Avantor chemical products. These early insights are already helping us pinpoint opportunities to improve product design and reduce emissions over time. Building on this foundation, we have moved into the implementation phase to provide further transparency for customers and deepen our understanding of Scope 3 GHG emissions.

**Ensuring safety and quality through packaging design**

Beyond the product itself, we seek to minimize the environmental impact of the packaging used to safely deliver the products we sell to customers. This includes using less material, including less plastic where possible, and more recycled and biodegradable content as appropriate.

While we strive to embed sustainability into packaging design, as a supplier of highly regulated products including high-quality chemicals, reducing packaging for hazardous materials presents challenges due to the need to comply with strict

safety and quality requirements. Through our packaging standards, we ensure the safe containment, transport and storage of these substances, preventing leaks, contamination or accidental exposure. While we seek opportunities to reduce the environmental impact of packaging where possible, any modifications must not compromise safety, regulatory compliance or the integrity of the product.

**SCIENCE FOR GOODNESS IN ACTION**

**REDUCING OUR PACKAGING FOOTPRINT**

In 2025, we redesigned the packaging for our BAKERBOND® Lab Columns portfolio, replacing non-biodegradable foam with fully recyclable fiber-based materials. The new design reduces total packaging weight by more than 80% and cuts shipping and storage volumes by 53%, helping lower transportation emissions and the overall carbon footprint of the product.

We also redesigned packaging for our 50-liter DispenseRight™ bags. The new packaging is 40% lighter than the previous design and 58% smaller. This enables us to include three times more product per pallet, allowing more product to be included in each shipment. This improvement helps reduce transportation and storage requirements, lowering associated emissions while supporting more efficient biopharmaceutical manufacturing.

## Reducing product end-of-life impacts

When a product reaches end-of-life, we work with our customers to identify and support solutions for responsible disposal based on waste hierarchy principles.

For example, we identify recycling services and facilitate implementation of recycling programs for customers' high-volume disposables, personal protective equipment and single-use, hard-to-recycle laboratory consumables. This includes garments, gloves, safety glasses, pipette tip boxes, glassware and other products that are typically not included in municipal recycling programs. Rather than going to a landfill, these products are upcycled into new products such as eco paving, playgrounds, running tracks and driveways. We work with recycling vendors to ensure materials are handled appropriately.

In 2025, we supported customers with recycling services resulting in

# 357

metric tons of landfill avoidance globally.


## Helping customers make informed and sustainable purchasing decisions

### Environmentally Preferable Products Program

The Avantor Environmentally Preferable Products (EPP) program helps our customers make purchasing decisions that align with their sustainability priorities. Featuring 42,452 SKUs globally, the program 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 such as manufacturing facilities that use 100% renewable electricity.

Avantor collaborates with suppliers to identify and assess products for the EPP program, striving to add new products throughout the year. This includes reviewing documentation that confirms the product as a more sustainable option. We regularly update the qualification criteria to ensure continued alignment with evolving knowledge and best practices in sustainability.









EPPs can be found on the [VWR e-commerce site](#), where they are marked with the EPP Green Leaf icon. We raise awareness of the program with our customers through ongoing communication and annual promotions, as well as during customer supplier fairs, sales conferences and tailored customer conversations and reports.



**ACT Ecolabel Channel Partner**

VWR is further enhancing our EPP program as a My Green Lab **ACT Ecolabel Channel Partner**. By integrating ACT Ecolabel certification into catalogs and purchasing platforms worldwide, we are increasing product sustainability data transparency and supporting lab customers in making informed purchasing decisions.

### 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
-  **PRODUCT TRANSPARENCY & DISCLOSURE**  
Have undergone an assessment to measure their environmental impact
-  **SUSTAINABLE MATERIALS**  
Contain recovered, recycled, renewable and/or traceable materials
-  **SUSTAINABLE PACKAGING**  
Use less packaging or use recovered, recycled, renewable and/or traceable materials
-  **WASTE REDUCTION**  
Use less materials or are collected for recycling

## Building customer-centric digital solutions

At Avantor, artificial intelligence (AI) is a strategic enabler of growth. By embedding AI across our digital platforms, operations and customer interactions, we are reducing waste, improving efficiency and helping customers make more sustainable choices.

As we continue to scale AI across the enterprise, our focus remains clear: to harness data and technology responsibly, empower our people and elevate the customer experience.

### Optimizing our e-commerce experience

Our e-commerce engine, VWR AI, makes it easier for customers to find and purchase the products they need. Using natural language search, it helps customers quickly identify products, receive personalized recommendations, access invoices and order history and discover more sustainable options.

The system enhances sustainability through:

- **Reduced order errors and returns:** Improved search accuracy and recommendations help customers get it right the first time.
- **Visibility of sustainable alternatives:** The platform helps identify EPP, helping customers make sustainability-informed purchasing decisions. Using AI, the system recommends greener alternatives aligned to customer needs and requirements.
- **Smarter basket optimization:** Optimized recommendations support order consolidation and reduce waste across the ordering process.

The system went live in Canada in 2025 and is expected to roll out in the U.S. and Europe in 2026. AI-powered translation capabilities further improve accessibility for customers worldwide.

### AI-POWERED INSIGHTS FOR MORE EFFICIENT, SUSTAINABLE CUSTOMER SUPPORT

Avantor is using AI and digital tools to help our commercial teams work more efficiently while delivering better outcomes for customers. Through our AI-powered digital assistant, ISA, our sales teams can quickly access products, view customer-specific insights and streamline research and documentation, allowing them to respond to customers' needs faster.

In 2025, our Global Sustainability and IT teams built SustainAI, an AI-powered app that provides on-demand access to validated sustainability information. Drawing solely from official Avantor sustainability sources, SustainAI helps teams quickly find the answers they need for customer inquiries, tenders and meetings. The app was officially launched to all associates in January 2026.

Within Avantor logistics, AI is being applied to optimize shipment routing, consolidation and delivery planning — helping reduce transportation miles, fuel consumption and overall carbon emissions.



## Empowering discovery with efficiency

By greening laboratories and simplifying workflows, we help scientists spend less time managing labs and more time advancing science.

Embedded at more than 500 laboratory sites serving the top 10 global biopharma and pharmaceutical companies, Avantor’s on-site lab and production services teams support our customers in optimizing workflows, managing inventory and maintaining equipment. Working side by side, day by day with our customers, these teams gain a deep understanding of customer operations and objectives. Through this understanding and collaboration, we support the adoption of more efficient and sustainable lab practices — from identifying EPP alternatives and recycling programs to reducing energy consumption and extending the life of equipment.

A few examples of how we helped customers in 2025:

- **Sustainable product switch:** Helped a customer move to a more sustainable plastic tube for preparing frozen serum samples. By using a lower-carbon plastic made partly from renewable waste materials instead of traditional fossil-based plastic, the customer reduced their carbon emissions by about 132 kg of CO<sub>2</sub> per year across 12,000 tubes.
- **Energy savings:** Outfitted three lab drying cabinets with timers to avoid unnecessary running of equipment 24/7. The reduced use of electricity is expected to save more than 11,000 kWh and \$4,800 a year.
- **Cost and landfill avoidance:** By employing inventory management and improved product forecasting capabilities, VWR Services helped a customer deplete current and avoid new unnecessary inventory. This resulted in over \$415,000 in total savings and an 88% reduction in inventory overhead, enabling a more efficient and sustainable supply chain.

### ACCELERATING GREEN LAB PRACTICES

In 2025, 98 associates became My Green Lab Ambassadors, bringing our total community of trained sustainability Ambassadors to more than 700. Backed with this training, these associates help our customers adopt green lab practices, including ways to reduce their waste, water and energy use.

Building on this experience, in 2025, VWR became an accredited My Green Lab Gold-Level Accelerator Partner. Through this partnership, we are transforming everyday laboratory operations into opportunities for environmental stewardship, operational efficiency and long-term resilience. Specifically, we offer:

- Program management for My Green Lab Certification
- Development and implementation of a sustainable laboratory program
- Comprehensive inventory services for equipment, samples, chemicals and consumables
- Stakeholder management and adoption strategy
- Lean Six Sigma methodologies to drive measurable improvements

My Green Lab is a global certification program that is considered the standard for laboratory sustainability best practices.

## Broadening customer access to qualified suppliers

Our portfolio brings together Avantor’s trusted brands and services with offerings from a broad network of global and regional suppliers. Our Supplier Empowerment Program plays an important role within this ecosystem, ensuring customers have not only seamless access to the materials, equipment, instrumentation and services they need but also visibility and choice in the suppliers they support.

Through our Supplier Empowerment efforts, we offer access to vetted small, regional and local businesses, creating a more resilient and innovative supply chain that helps customers meet their operational,

regulatory and sustainability goals. This voluntary program builds mutually beneficial programs that support customer success, flexibility and shared economic impact. We welcome and encourage participation from businesses of all backgrounds. In the U.S., 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 laws.

In 2025, our Supplier Empowerment team advanced this work through industry engagement and thought leadership in the pharmaceutical sector and by sharing insight on innovation across procurement, human resources and supply chain. Customer spend rate with suppliers in the program was 10% of total spend in 2025.<sup>1</sup>



### SUPPLIER SPOTLIGHT: TUBEWRITER

In 2025, Avantor awarded manufacturing partner TubeWriter the Supplier Empowerment Small Business of the Year award.

TubeWriter is a U.S.-based small business manufacturer of semi-automated labeling systems designed for the life sciences industry. Their customized technology allows for direct printing on labware, such as tubes, vials and plates, eliminating the need for traditional labels. Headquartered in Fremont, California, their customization maximizes efficiency, reduces costs and streamlines workflows in high-throughput labs.

<sup>1</sup>North America only.

# Environmental stewardship in our operations

In addition to supporting the sustainability efforts of our customers through our products and services, we are improving the footprint and resilience of our own operations and upstream value chain. Our approach includes working toward decarbonization, strategic use of resources and strong oversight.

## Decarbonizing our operations

We are on a journey to achieve our decarbonization goals by reducing our energy use and greenhouse gas (GHG) emissions from our operations worldwide. By doing so, we are not only building the resilience of our own business but helping reduce our customers' Scope 3 GHG emissions as well.

In alignment with the latest climate science, Avantor is committed to reducing our absolute Scope 1 and 2 GHG emissions by 50% and our absolute Scope 3 GHG emissions by 25% by 2030 from a 2020 baseline across all global sites. In 2025, the Science Based Targets initiative (SBTi) verified these near-term (2030) science-based GHG emissions targets.

Our strategy to achieve these goals includes infrastructure improvements and energy efficiency and renewable energy projects, as well as engagement with our suppliers and customers to address emissions across our value chain and promote greater operational efficiency. In 2025, we hired a Sustainability Project Engineer to accelerate these efforts.

## Scope 1 and 2 GHG emissions

A cross-functional team oversees our operational emissions reduction strategy and reporting. The team partners with site leads to set internal annual targets, tracks project progression and provides training and education for associates.

We are employing a mix of demand-side and supply-side levers to reduce our operational emissions.

## Driving energy efficiency

Avantor assesses our manufacturing facilities' energy intensity and GHG emissions to develop targeted action plans for site-specific energy efficiency and process optimization initiatives. These projects help drive energy efficiency and reduce costs:

- Installing energy-efficient lighting and controls that shut off lights when an area is not in use
- Using equipment to improve airflow and reduce the need for seasonal heating or cooling
- Upgrading to more efficient HVAC and steam systems
- Fixing air leaks and adding steam traps to improve equipment operations

## Increasing use of renewable electricity

On the supply side, Avantor is increasing our adoption of renewable electricity through three connected approaches: on-site power generation, off-site project partnerships and use of renewable energy credits.

Over the past few years, several Avantor sites across the globe have installed on-site solar photovoltaic systems. These systems support our operational resiliency, alleviate demand on the electric grid and result in more predictable energy costs. We continue to evaluate new opportunities to expand on-site systems.

Off-site renewable energy partnerships are a key piece of our renewable energy strategy. In 2024, Avantor joined the first cohort of the Energize program, an initiative to increase access to renewable energy for pharmaceutical supply chains. The project, which came online in March 2026, will provide Avantor's European operations with 25 GWh of renewable energy annually for 10 years. This contribution represents an estimated 17,465 metric tons of CO<sub>2</sub> avoided, equivalent to the annual energy consumption of 2,278 households.

Where direct access to renewable electricity is not available, we take a third approach: purchasing renewable energy credits. This allows us to keep our emissions reduction strategy on track while exploring emerging opportunities for responsible renewable energy procurement.



Eilidh Robertson, Vice President, Strategic Partners, visited the site of the new solar array vPPA in Spain in 2025.

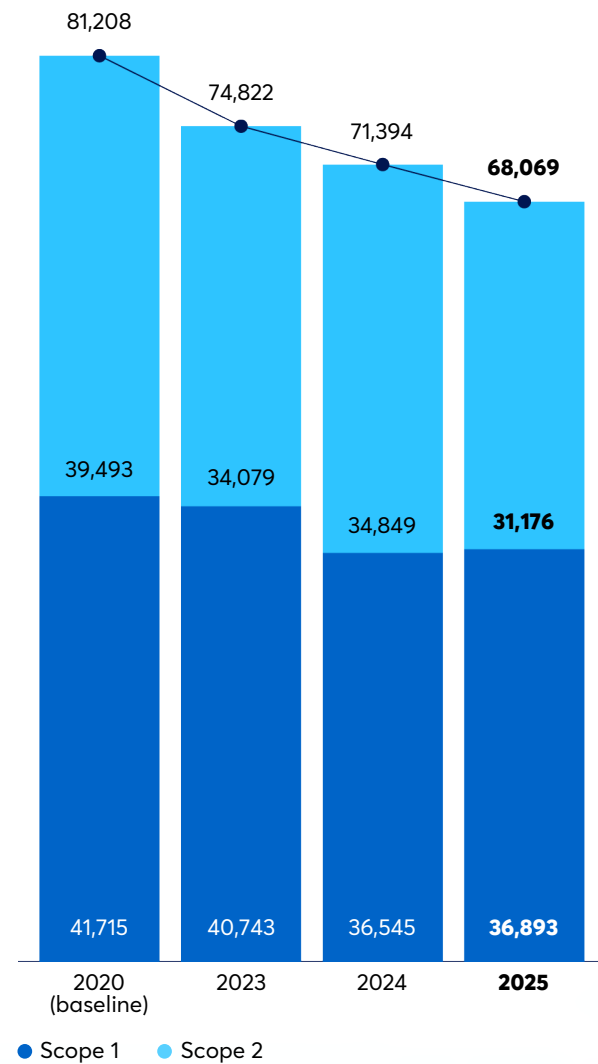
**Learn more about our involvement in the [Energize program](#).**

## Greening our fleet

In addition to energy efficiency reductions and investment in renewable energy, we continue to expand the number of electric vehicles (EVs) in our fleet, with particular progress made during 2025 in India and Belgium. Starting in 2026, Avantor France will make EVs mandatory for associates traveling less than 35,000 km/year using Company-provided cars.

### 2025 performance:<sup>1</sup> Scope 1 and Scope 2 GHG emissions

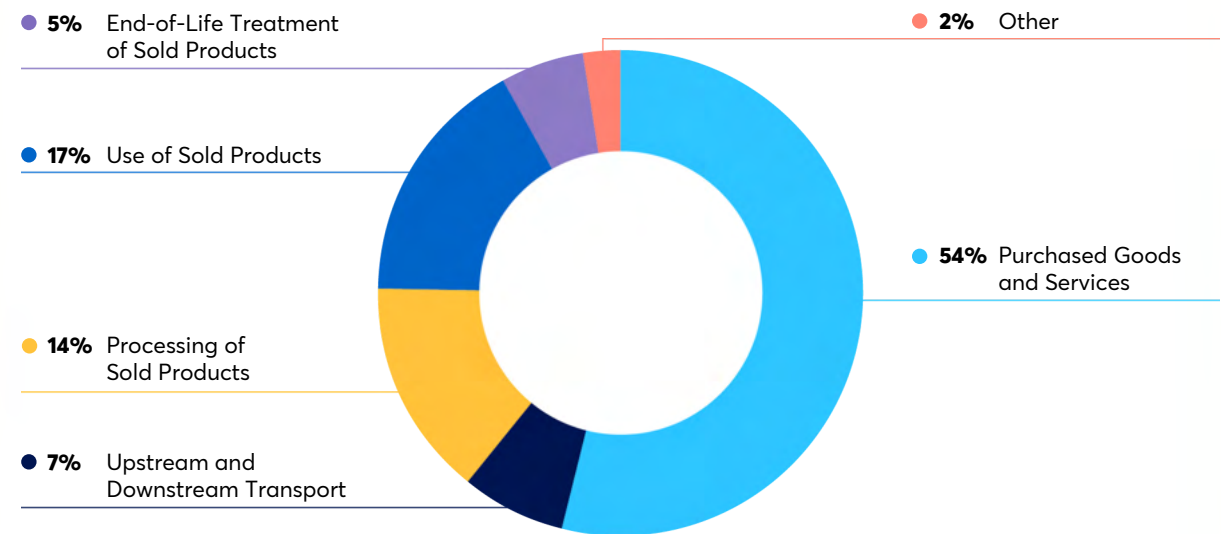
Our total Scope 1 GHG emissions increased slightly from 36,545 MTCO<sub>2</sub> in 2024 to 36,893 MTCO<sub>2</sub> in 2025. Our total Scope 2 GHG emissions (market-based) decreased from 34,849 MTCO<sub>2</sub> in 2024 to 31,176 MTCO<sub>2</sub> in 2025. In absolute terms, this equals total Scope 1 and Scope 2 (market-based) GHG emissions of 68,069 MTCO<sub>2</sub> in 2025, representing a decrease from our 2020 base year of 16%. We are leveraging our tracking and reporting processes to identify improvement opportunities to incorporate in the coming years.



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

### Scope 3 GHG emissions

As with many companies, Avantor's Scope 3 GHG emissions represent the greatest opportunity to reduce our carbon footprint. Through close collaboration with suppliers and customers, we're improving our understanding of key emissions sources and implementing programs to address the most impactful categories.



#### UPSTREAM EMISSIONS

Within our upstream emissions, Category 1 Purchased Goods and Services is the largest contributor. In this category, we are prioritizing emissions reductions related to finished goods, raw materials and packaging.



#### DOWNSTREAM EMISSIONS

The largest sources of our downstream emissions are found in Categories 10 and 11, Use of Sold Products and Processing of Sold Products.



Learn more on page 29. →

### Supporting our suppliers in their decarbonization journeys

Our suppliers not only provide essential products and services that help us meet our customers' needs, but also play a key role in helping us reach our Scope 3 GHG emissions reduction target.

Led by our Sustainable Sourcing Director, Avantor is working to reduce emissions across our direct and indirect supply base, prioritizing engagement with top-emitting suppliers, highest-spend suppliers and those in priority sourcing categories. Within this set, we are focusing the majority of our efforts on the top 30 highest-emitting suppliers that have not yet set emissions reduction targets. Our approach emphasizes collaboration across stakeholders to strengthen sustainable sourcing, build supplier capacity and identify innovative solutions to sustainability risks and gaps.

We outline our climate expectations to all our suppliers through our [Supplier Code of Conduct](#), [Environmental Sustainability Statement for Avantor Supply Chain](#), [Deforestation-Free Statement](#), [Responsible Packaging Statement](#) and [Sustainability Performance Monitoring Practices for the Supply Chain](#) and reinforce them during contracting, onboarding and regular check-ins.

We track supplier progress through our partnership with EcoVadis and recognize suppliers for their decarbonization efforts through our annual Top Responsible Supplier Performance Award (see page 46).

For more information on our climate efforts, see our [data table on page 52](#), [SASB index on pages 54-57](#) and [TCFD index on pages 58-62](#). →



#### PROVIDING SUPPLIERS WITH TOOLS AND RESOURCES

We are committed to helping suppliers advance their sustainability journeys. In 2025, we continued our partnership with the Supplier Leadership on Climate Transition (LOCT) to provide sponsored climate training, including access to webinars and tools to help suppliers measure emissions and develop science-based targets for validation by SBTi.

To further increase accessibility, our Supplier Training Portal enables suppliers — particularly those with limited resources or earlier-stage programs — to easily access tools, training and guidance.

In parallel, Avantor participates in the Scope 3 Peer Group, collaborating with procurement peers across industries to advance data transparency and product footprint initiatives and accelerate supply chain emissions reductions.



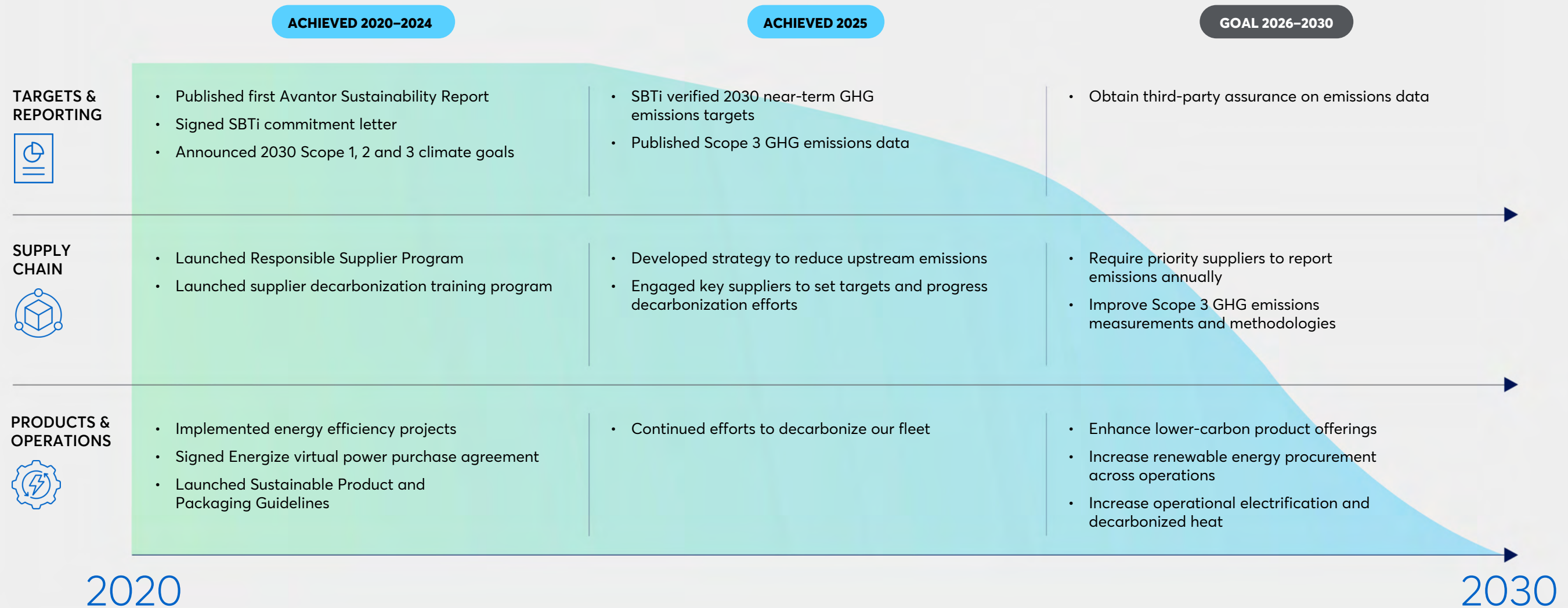
The Climate Accelerator School hosted by LOCT equipped me with tools, methodologies and a structured framework to build a best practice GHG footprint and advance our sustainability strategy in a meaningful way."

**Alison Crawley**  
Global Sustainability Manager,  
ThermoSafe



### Avantor climate action roadmap

Our strategy to achieve our decarbonization targets includes infrastructure improvements and 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.



2020

2030

## Managing resources

We integrate responsible waste and water management across our operations to minimize waste, use resources efficiently and protect natural systems.

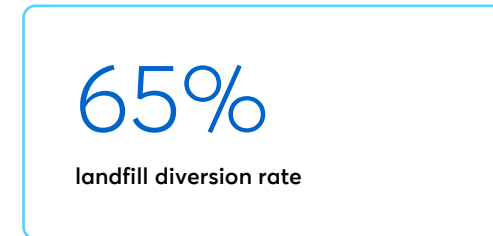
Our global Environment, Health and Safety, Security and Sustainability (EHSS&S) policy defines expectations and requirements for our sites. Each location conducts relevant EHSS&S training activities for associates based on site.

Our global EHSS&S teams conduct site-level reviews and assessments to ensure compliance with our policies and all applicable EHS laws, regulations and standards. At our ISO-certified sites, our audits also monitor compliance with ISO requirements.

To learn how we consider material selection, resource use and end-of-life solutions for the products we manufacture and distribute, see pages [22-26](#). →

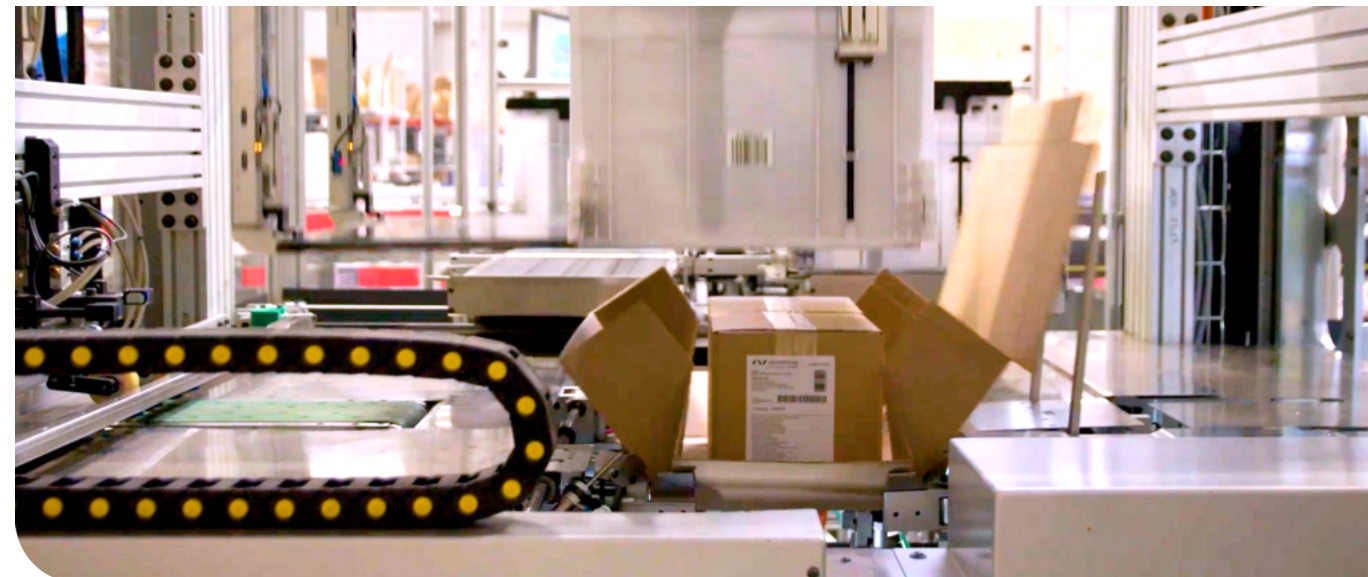
## Reducing waste to landfill

Avantor is committed to minimizing the waste our sites generate and send to landfills. Each site is responsible for seeking ways to reduce waste through source reduction, recycling and reuse and for proper disposal of all waste generated. Our approach also includes waste segregation and waste auditing and monitoring. This helps ensure we meet local waste management requirements and helps 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. Our Material Review Board, in collaboration with our EHSS&S department, evaluates the end-of-life disposal options for surplus materials and engages vendors and clients to find alternative uses for them.

For more information on our waste data, see page [52](#). →



One way we reduce waste to landfill is through automation technology at our distribution centers. For example, our investment in automated packing solutions helps reduce packaging quantities for distributing our products to customers.

Watch our [automated packing technology in action](#). ↗

### SCIENCE FOR GOODNESS IN ACTION

#### NEARLY A DECADE OF ZERO WASTE IN LUTTERWORTH

Our Lutterworth facility in the U.K. has achieved zero waste to landfill for almost 10 years. It works with external vendors to recycle cardboard, plastic and other waste. On-site signs remind associates about the program.

## Water management

We seek innovative ways to minimize our water consumption and help ensure that the water we use is treated and returned to the environment in accordance with local regulations and Avantor standards.

We use the World Resources Institute's Aqueduct Water Risk Atlas to identify Avantor sites in areas with high or very high water stress. Based on our latest assessment, we operate 22 sites in areas with high water stress. We are working to reduce our water use at these sites through our multiyear water management strategy.

For more information on our water management and reduction efforts, see our data table on pages 51-53 and SASB index on pages 54-57. →

### TRANSLATING ACTIONS INTO SUSTAINABLE RESULTS

Avantor's Innovation Center in Bridgewater, New Jersey, achieved LEED ID+C Silver certification in early 2026. The new facility:

- Uses 33% less water and 17% less energy than typical U.S. office space
- Was developed using materials with high recycled content, accounting for 14% of the project material costs
- Diverted 92% of construction and demolition waste from landfill through sustainable construction practices

The Avantor Nordic Distribution Center in Örebro, Sweden, received Building Research Establishment Environmental Assessment Method (BREEAM) certification in 2025. BREEAM evaluates how facilities are designed, built and operated, evaluating energy, water, materials, waste, transportation and overall environmental impact.

The center includes:

- HVAC and electrical systems that operate at nearly 30% greater efficiency than recognized industry standards for similar facilities
- Operational rooftop solar photovoltaic panels
- EV charging stations
- Low-flow water fixtures, proper shutoff valves and leak detection systems in bathrooms and washrooms



The Avantor Nordic Distribution Center in Örebro, Sweden

# Community Impact

Avantor is committed to building a better world through associate engagement and philanthropy initiatives that create lasting, positive impact for our planet, society and the communities where we work and live.

## IN THIS SECTION

- 34 Making an impact in our communities
- 35 Investing in our communities
- 37 Associate giving & volunteering



# Making an impact in our communities

Avantor's community impact efforts focus on expanding access to STEM education, advancing healthcare and supporting environmental stewardship in the communities where we operate. Our approach combines Company-directed initiatives, such as in-kind product donations, with programs that facilitate associate involvement.

Beyond Company-led efforts, programs such as Donations for Doers and Volunteer Time Off (VTO) enable associates to support the community causes they care about most. By building these programs, we continue to grow our associate engagement in our overall community impact.

<sup>1</sup> Includes Company volunteer activities, Donations for Doers volunteering and VTO.



### GOALS



Expand science, technology, engineering and mathematics (STEM) education programs for high school students

### IMPACT AT A GLANCE

7,300+

high school students provided STEM education through Avantor Foundation grants



Broaden access to healthcare and improve health outcomes

15,200+

people provided healthcare services through Avantor Foundation grants



Increase associate volunteering

25,000+

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

# Investing in our communities

Through the Avantor Foundation, our philanthropic arm, we collaborate with local organizations across the globe to advance STEM education and broaden access to quality healthcare. These focus areas closely align with Avantor’s core business, allowing us to extend our expertise and drive meaningful impact beyond our operations.

Complementing the Foundation’s grant making, Avantor takes a multipronged approach to community impact through associate volunteerism and in-kind product donations. We encourage and support our associates in giving back to a wide range of organizations, strengthening connections where we work and live.

**\$2.7M**  
total giving in 2025<sup>1</sup>

<sup>1</sup> Includes grants, Company matching, in-kind donations and volunteerism.

## SCIENCE FOR GOODNESS IN ACTION

### STRENGTHENING EDUCATION AND EMPLOYABILITY PATHWAYS IN ASIA

In 2025, our team in India launched a multiyear partnership with Native Medicare Charitable Trust (NMCT) focused on two initiatives: the Naan Mudhalvan Placement Readiness Program and the School Adoption Program.

The Placement Readiness Program prepares final-year college students for entry into the workforce. Over the course of 5 weeks, Avantor volunteers led skills development sessions for more than 1,300 students on resume writing, communication skills, personal branding, workplace etiquette and aptitude development.

The School Adoption Program aims to strengthen learning environments at two schools in Tamil Nadu over a 3-year period. Following a groundbreaking ceremony in November 2025, initial progress has focused on infrastructure and sanitation improvements, including classroom upgrades, enhanced lighting and ventilation, expanded hygiene facilities and campus safety enhancements. In parallel, student awareness programs focused on health, hygiene and safety, and associate-led engagement activities supported student well-being and holistic development.

By supporting students at both school and college levels, we’re helping address immediate learning needs while building long-term pathways to employability and community resilience.



### IMPACT

**1,600+**

hours volunteered by Avantor India associates on NMCT projects in 2025



Opening our facilities to students allows us to connect industry with education and help create meaningful, real-world learning experiences. We’re proud to support opportunities that encourage curiosity, confidence and a passion for science among the next generation of innovators.”

**Valerie Collado**  
Director of Community Impact and Communications



## Championing STEM education

Access to high-quality STEM education is essential to building the next generation of innovators, problem-solvers and scientific leaders. Through strategic partnerships and hands-on learning opportunities, we are helping expand access to STEM experiences, strengthen learning environments and connect students to real-world applications of science.

Across the Americas, Europe and Asia, these efforts come to life through regionally tailored programs that equip students with practical skills, foster curiosity and help prepare them for future academic and career pathways.



High school students visit our Carpinteria, California, site for a day of STEM career discussion, facility tour and science experiments.

### EXPANDING HANDS-ON LEARNING OPPORTUNITIES IN THE AMERICAS

The Avantor Foundation was honored by Girls Inc. of Greater Philadelphia & Southern New Jersey with its 2025 Corporate Champion Award, recognizing more than a decade of partnership focused on expanding access to STEM education and leadership development opportunities.

Watch our [Girls Inc. event sizzle reel](#). ↗

Through support of programs such as Eureka!, students engaged in multiyear STEM learning across disciplines including engineering, chemistry and forensic science. Foundation funding also enabled the creation of a dedicated STEM lab in South Philadelphia, providing hands-on experiences in bioengineering, environmental science and digital literacy.

This approach extends across the U.S. to our Carpinteria, California, facility, where associates hosted students for immersive lab experiences, facility tours and career conversations. Students learned how advanced materials are used in applications ranging from healthcare to space exploration.

Together, these efforts help bring STEM education to life through real-world exposure, practical application and sustained engagement.

### SCIENCE FOR GOODNESS IN ACTION

#### BUILDING SKILLS THROUGH APPLIED PROGRAMS IN EUROPE

The Avantor Foundation partnered with Teen-Turn to expand access to hands-on STEM learning through a structured suite of programs — including Project Squad, Technovation and year-round tutoring and mentoring. Students developed capabilities in scientific research, data analysis, coding and design thinking while gaining exposure to real-world STEM careers.

A key milestone of the year was the Teen-Turn SciFest at Avantor’s Dublin campus, where students showcased more than 100 original science projects developed over 3 months of after-school learning. Projects ranged from multimodal communication systems to probability models and sensor-based solutions for coral reef recovery, demonstrating students’ technical skill and creativity.

Avantor associates played an active role throughout the program — mentoring students, supporting work sessions, serving as competition judges and volunteering at SciFest and other events — helping to create an engaging environment that builds confidence, curiosity and a sense of belonging in STEM.



#### IMPACT

150

Avantor Foundation awardees across 38 schools

135

of the 150 awardees are more interested in pursuing a STEM career after completing the program

87

students reported improved grades in subjects for which they attended tutoring

# Associate giving & volunteering

At Avantor, associates have the opportunity to create meaningful impact not only through their work but also through community giving and volunteerism.

**2025 HIGHLIGHTS**

36%

increase in volunteer hours by Avantor associates over 2024

32%

of associates participated in giving and volunteer programs, a 12% increase over 2024

Our global volunteer program provides flexible ways to support STEM education, healthcare and environmental stewardship — whether on-site, with local community partners or through virtual opportunities.

Through the Giving Goodness portal, associates can discover volunteer opportunities, track their impact and extend their contributions. The Avantor Foundation amplifies these efforts by matching eligible donations and providing grants through the Donations for Doers program in recognition of volunteer service completed during personal time.

Eligible associates in Canada, India, Ireland, the U.K. and the U.S. (including Puerto Rico) have access to our VTO program, which provides up to 8 hours of paid time annually to support causes important to them.

To further strengthen local engagement, Avantor launched the Community Champions program in 2025. Acting as an extension of the Community Impact team, these site-based associates help activate and sustain volunteer efforts while sharing best practices and expanding opportunities for associate participation.

## 2025 Month of Giving

During our annual Month of Giving, Avantor associates came together for almost 60 Company-sponsored volunteer events, spanning 47 locations across 19 countries and three virtual opportunities. In addition, any eligible donation logged in the Giving Goodness portal received a two-for-one match.

## Where partnership meets purpose

In 2025, Avantor piloted an expansion of its volunteer programs to include customer participation, strengthening relationships while amplifying community impact. The pilot started in Canada with select university partners and then expanded to select pharmaceutical customers in the U.S. All events took place at customer sites and supported local nonprofits.

Ten events were hosted in total, some in conjunction with supplier fair events and others as stand-alone initiatives in partnership with our Lab Services team, resulting in the assembly and distribution of more than 1,800 STEM, toiletry and care kits to organizations in the communities where we operate.

Customer feedback was overwhelmingly positive, reinforcing the value of shared experiences that connect purpose with partnership, and we look forward to building upon these learnings in 2026.



## SETTING TWO GUINNESS WORLD RECORDS™ TITLES

At Avantor's 2025 Americas and European Sales Conferences, associates and suppliers came together to make an impact beyond the business — turning moments of connection into meaningful community action.

In Orlando, Florida, attendees at our Americas Sales Conference in January 2025 dedicated over 250 hours to assemble 2,505 hospital care packages for Runway to Hope, supporting pediatric cancer patients undergoing chemotherapy. At our European Sales Conference in February 2025, participants volunteered more than 265 hours to assemble 2,607 personal hygiene kits for Red Cross Portugal.

Together, these efforts not only delivered critical resources to communities in need — they also set two **GUINNESS WORLD RECORDS™** titles for the longest line of personal hygiene kits and longest line of hospital stay care packages ever assembled.

## Giving back across the globe



At Avantor's Radnor, Pennsylvania, headquarters, CEO Emmanuel Ligner joined associates for a meet-and-greet and hands-on volunteer event.

Together, the team assembled 400 "Greenhouse Effect" STEM kits for students in grades 5-8, which were donated to the Boys & Girls Club of Chester County, the Boys & Girls Clubs of Philadelphia and the School District of Philadelphia — bringing hands-on science learning into local classrooms and communities.

The event highlighted the impact of coming together — combining leadership, associate engagement and teamwork — to advance a shared commitment of inspiring the next generation through STEM exploration.



For World Environment Day, Avantor India partnered with the Give Me Trees Foundation to plant 1,200 trees across five sites in the country.



This wasn't just an event — it was a moment of unity, shared responsibility and collective action. It reminded us that every small step, every planted tree and every drop of effort counts when it comes to preserving our environment. Together, we became part of a global movement that reflects the values we stand for as an organization."

**Anith George,**  
Manager, Human Resources, at Avantor India



In Treviso, Italy, Avantor Foundation grantee Greenlight for Girls and Avantor volunteers welcomed 200 participants aged 10-15 to the Avantor DNA Workshop for a day of hands-on STEM learning.



Remote associates in Ann Arbor, Michigan, spent a day with the Ronald McDonald House Charity making fleece blankets, assembling toiletry kits and cleaning up the pantry.



Sharing and learning alongside these future changemakers was not only rewarding but deeply uplifting. We had amazing conversations around cloning and DNA. Seeing the students' excitement when their experiments revealed real DNA precipitates was a total highlight."

**Tiziano Altieri**  
Account Manager, Avantor Italy



# Governance & Integrity

Good corporate governance provides the framework to manage our business and carry out our responsibilities for the short- and long-term benefit of our customers, suppliers, associates, stockholders and communities. Our commitment to integrity and compliance starts at the top with our Board of Directors and is woven through our organization, with robust governance practices, policies, training, ongoing monitoring and remediation.

## IN THIS SECTION

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# Corporate governance

Avantor’s Board of Directors and leaders are committed to strong corporate governance to deliver stakeholder benefits over the long term. This includes conducting business in full compliance with all applicable laws and regulations.

Our [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.

Aligned to our corporate governance practices, we welcomed new directors to our Board as well as a new Board Chair. Please view our [2026 Proxy Statement](#) or [Investor Relations website](#) for more information.

Our Board includes three standing committees: Audit & Finance, Compensation & Human Resources and Nominating & Governance. Each is composed entirely of independent directors.

**For more information on Avantor’s Board, its committees and Corporate Governance Guidelines, please see our data tables on pages 51-53, visit our [2026 Proxy Statement](#) and the [Investor Relations section](#) of our website. [↗](#)**

## 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 program. More details can be found in our [2026 Proxy Statement](#).

## Enterprise Risk Management

The Avantor Enterprise Risk Management (ERM) program is a key tool for understanding the inherent risks facing Avantor and assessing whether management’s processes, procedures and practices for mitigating those risks are effective. The ERM assessment, which is led by our internal ERM function, evaluates key risks related to strategies, finances, operations, compliance, personnel and external factors. The 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.

In 2025, the ERM program included consideration of risks in six distinct risk categories and 17 key risks overall. Each key risk has an executive leader assigned as the risk owner, and each risk deemed to be the highest priority receives additional ongoing oversight. In addition, the Senior Director of ERM partners with Avantor’s Sustainability Committee to integrate sustainability and corporate responsibility into our strategic planning, risk management and reporting.

**More on our ERM program can be found in our [2026 Proxy Statement](#). [↗](#)**

## THE BOARD’S OVERSIGHT OF CORPORATE SUSTAINABILITY MATTERS

Considering the wide range of sustainability concerns relevant to a company of our size and scale, responsibility for overseeing these matters is distributed across the Board and its committees.

At the management level, our sustainability matters are led and coordinated by our Vice President, Global Sustainability and Impact, and Senior Vice President, Global Communications and Branding. These individuals regularly engage with the Board’s Nominating & Governance Committee. The Vice President, Global Sustainability and Impact, is responsible for matters including, but not limited to:

- Regularly assessing priorities to identify the most significant topics for our stakeholders
- Working closely with senior leaders to integrate sustainability-related priorities into our business operations
- Establishing and managing sustainability-related goals, as well as overseeing the collection, measurement and reporting of corporate sustainability data

### FULL BOARD

- Sustainability governance, strategy and risks (through oversight of strategic risks)

### AUDIT & FINANCE COMMITTEE

- Ethics and compliance
- Product quality and safety
- Data privacy and security

### COMPENSATION & HUMAN RESOURCES COMMITTEE

- Talent selection, leadership development and performance review
- Workplace initiatives and progress
- Associate relations
- Workplace culture
- Workplace health, safety and well-being

### NOMINATING & GOVERNANCE COMMITTEE

- Governance structures and processes
- Board organization, independence and structure
- Board succession and effectiveness
- Environmental sustainability, corporate responsibility and citizenship matters

## Strengthening business continuity and emergency preparedness

In 2025, we established a global Business Continuity Management Program (BCMP) that integrates critical event management, business continuity and incident management into a single, coordinated framework. This structure strengthens our ability to anticipate, manage and recover from disruptions of any scale.

The program is overseen by the Business Continuity Management Committee (BCMC), which provides strategic direction and leadership during disruptions.

The BCMC aligns business continuity, disaster recovery, crisis management and emergency response under a unified governance model. This helps ensure clear accountability, enterprise alignment and operational resilience.

Additional steps we've taken to strengthen our emergency preparedness and resilience include:

- Digitizing business impact analyses and continuity plans across key sites to standardize planning and reduce downtime.
- Broadening our incident response process to operate across three levels: emergency response,

incident support and crisis management. This tiered approach differentiates operational incidents from enterprise-level crises, improving escalation clarity and response effectiveness and helping ensure leadership focus is applied appropriately and proportionately to the severity of events.

**Learn about our onsite emergency response efforts on page 18. →**



Our enhanced Business Continuity Management Program establishes a globally aligned, governance-driven and technology-enabled framework. By integrating proactive risk monitoring, standardized continuity planning, structured incident escalation and executive oversight, we have significantly strengthened our ability to anticipate disruptions, protect our people, sustain operations and emerge stronger from unforeseen events."

**Steve Eck**  
Senior Vice President, Interim Chief Financial Officer and Chief Accounting Officer



### AVANTOR'S BUSINESS CONTINUITY MANAGEMENT PROGRAM PILLARS

Our BCMP is built on five integrated pillars that create a structured approach to disruption management.

#### RISK ASSESSMENT

Identifying and prioritizing key business risks

#### BUSINESS CONTINUITY STRATEGIES

Ensuring critical functions can operate during disruption

#### INCIDENT MANAGEMENT AND EMERGENCY RESPONSE

Protecting associates, stabilizing operations and centralizing incident reporting through a single process

#### CRISIS COMMUNICATIONS

Providing timely, consistent communication, with Executive Leadership Team involvement for escalated events

#### GOVERNANCE AND CONTINUOUS IMPROVEMENT

Ongoing testing, training and program refinement

# Strong business ethics & compliance

At Avantor, high ethical standards are foundational to how we conduct our business. We require the same level of integrity by everyone conducting business on our behalf.

Our [Code of Ethics and Conduct](#) outlines our expectations and guides our associates in making decisions consistent with our values. This Code applies to all members of Avantor, including our Board of Directors, Officers and associates. Available in 16 languages, it defines our policies on topics including conflicts of interest, compliance with laws and regulations and use of Company assets, among others.

Annual Code of Ethics and Conduct training is mandatory for all associates, who must acknowledge that they have received, read and will uphold our Code. We train all new hires on our Code as part of the onboarding process.

## Reporting ethics concerns

Our associates can report concerns anonymously, 24/7, 365 days a year, from anywhere in the world, using our third-party [Ethics Helpline \(telephone or online\)](#). Helpline resources are available in the local language of each region where we operate. Avantor’s Compliance team receives and manages all reports. The Board’s Audit & Finance Committee reviews reports from the Ethics Helpline quarterly, while substantiated allegations and other significant matters may be escalated to the committee immediately.

We do not tolerate retaliation against anyone who reports suspected unethical or illegal conduct in good faith or who cooperates in an investigation of any such report.

## Standing firm against corruption

We have a global policy prohibiting engaging in bribery and corruption to secure or maintain business. It applies to all Avantor associates and third parties working on our behalf, such as agents and dealers.

Consistent with anti-bribery and anti-corruption laws and treaties in the U.S. 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 and the anti-corruption laws of all countries in which we operate.

For more information on our ethical practices, see our [SASB index on pages 54-57](#). →

## Responsible AI

We are using artificial intelligence (AI) to enhance productivity and efficiency for our associates and customers (see page 25) and unlock new opportunities.

In 2025, we introduced an AI Acceptable Use Policy with guidelines for associates on the responsible and secure use of AI platforms. All requests for the use of new AI platforms must be approved by Avantor’s AI Governance Board. We trained associates on the policy and how they can use Copilot Chat, a generative AI tool available to all associates.

## Animal welfare

Avantor does not conduct or commission animal testing for its products or ingredients on live animals unless required by law.

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.

### BUILDING AN AI-ENABLED WORKFORCE

Through the Avantor Mavericks program, we are empowering thousands of associates globally to apply AI in their daily work. This program builds AI fluency and enables teams to identify and implement practical, high-impact solutions.

By democratizing access to AI and fostering a culture of experimentation and continuous learning through the program, we are accelerating the adoption of digital solutions that improve efficiency, reduce waste and enhance service delivery — from Commercial and Operations to Finance and R&D.

Avantor is embedding governance frameworks to ensure AI solutions are developed and deployed responsibly — with a focus on transparency, data integrity, compliance and energy-efficiency.

# Product quality

For more than 120 years, Avantor has provided materials that our customers trust. That's because, since our founding, quality has been and will continue to be an essential element of every product and solution we develop and deliver.

Guided by our Company-wide Quality Policy and Quality Manual, we maintain high standards for product safety, quality and regulatory compliance across our global operations. Our quality systems help ensure product integrity through strong design practices, careful supplier selection and close supply chain oversight. We also maintain master files that provide health authorities with detailed, up-to-date information about our products to facilitate simplified drug and device approvals.



Shortly after opening in 2025, our new distribution center in Mississauga, Ontario, Canada, achieved ISO 9001:2015 certification.

Our Senior Vice President of Quality & Regulatory oversees our global Quality Management System (QMS), which is built on the ISO 9001:2015 standard. In addition, many of our sites hold site-specific certifications, such as ISO 13485, ISO/IEC 17025/34, 22000 and EXCiPACT, or align with relevant industry guidelines (e.g., IPEC, ICH, WHO).

[View our ISO-certified locations.](#)

In collaboration with business units and site teams, our global Quality & Regulatory function drives the development, implementation and continuous improvement of our QMS. We evaluate the performance and effectiveness of our QMS through internal quality audits, management reviews and customer escalation metrics, sharing quarterly updates with our Executive Leadership Team. Our Standards and Regulations Council oversees emerging regulations and industry standards and proactively integrates regulatory updates into our QMS.

We establish quality requirements for our suppliers and monitor performance through a risk-based supplier quality program. In 2025, we harmonized all our supplier quality functions into one Global Supplier Quality program to streamline processes, increase efficiencies and support our growing business.

**For more information on product safety, see our SASB index on pages 54-57.** →



In early 2026, our Haasrode, Belgium, site received EXCiPACT certification—an independent, internationally recognized program for companies that make, distribute and store pharmaceutical ingredients known as excipients (the inactive ingredients in medicines). This certification confirms we follow current Good Manufacturing Practice (cGMP), Good Distribution Practice (GDP) and Good Warehousing Practice (GWP), all aligned with the ISO 9001 quality management standard, helping us ensure consistent quality and safety throughout the supply chain.

## AVANTOR QUALITY CERTIFICATIONS

12

cGMP facilities

Maintain

808

master files submitted to health authorities globally

### Improving customer satisfaction

Customer satisfaction and perception are key indicators of our quality performance, helping us stay focused on continuous improvement.

In 2025, we received 4% fewer customer complaints related to service, distribution and product quality compared to 2024. Driving this improvement were:

- Increased automation in customer service that reduced errors in order entries
- Accelerated identification of root causes related to shipping and distribution errors and development of solutions through associate-led kaizens
- Applied lessons from customer feedback to strengthen preventive controls and reduce the likelihood of future issues
- Consolidated customer feedback channels in our QMS to strengthen our trend analysis capabilities and identify solutions more quickly

### Building a quality-first culture

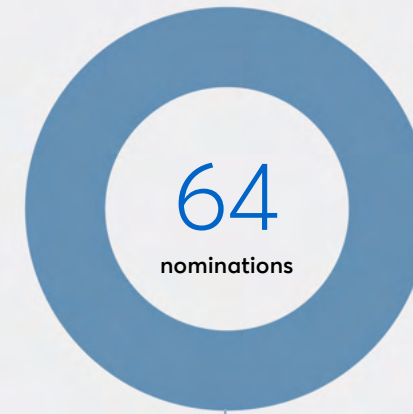
Essential to the associate experience at Avantor is building a quality-first culture in which each associate is informed and empowered to support best practices. Beginning with onboarding, associates receive training on our Quality Policy and Quality Manual. We provide additional site- and job-specific training based on an associate’s function and roles throughout their career.

We’ve also hosted an annual World Quality Week for 3 years in a row. During our 2025 event, we launched our global Quality & Regulatory Achievement Awards program. Submissions featured digital and data-driven improvements, process simplification and strengthened compliance, including the submission from the overall winner, our Global Supplier Quality team. The team enhanced quality outcomes for Avantor and its customers by strengthening supplier oversight and risk management. In addition, by digitizing supplier surveys, the team improved data accuracy, visibility and proactive risk mitigation – driving more reliable suppliers, consistent quality and better customer experience.

For more information on supplier oversight and risk management, see pages [45-46](#). →



### OUR FIRST ANNUAL QUALITY & REGULATORY ACHIEVEMENT AWARDS PROGRAM



The overall winner, our Global Supplier Quality team, delivered two major advancements: strengthening supplier oversight and improving efficiency through smarter resource allocation and digital innovation.

### NEVER SETTLING FOR THE STATUS QUO

Aligned to our ICARE value of Excellence, we believe there is always opportunity for improvement. That is at the core of the Avantor Business System (ABS), designed to drive continuous improvement and excellence in people, processes and leadership.

Our associates make improvements locally through ABS workshops and kaizen events, enhancing business processes and developing solutions that increase value for our business, customers and stakeholders. In 2025, we held 200 kaizen events and workshops.

# Responsible supply chain

Avantor recognizes that we cannot achieve our long-term sustainability goals or assist our customers with their sustainability goals without the support of our suppliers. We hold our suppliers accountable to high standards and continuous improvement through programs such as our Responsible Supplier Program.

## AVANTOR'S SUSTAINABILITY MONITORING STEPS FOR THE SUPPLY CHAIN

### SCOPE

This stage identifies which suppliers are likely to have high risks or impacts across Avantor's priority sustainability sourcing (PSS) topics

**Step 1:** Scoping step that identifies priority suppliers based on their geographical risk, spend and strategic importance

### ASSESS

This stage enables the collection of supplier data to assess suppliers' progress and performance against Avantor's PSS

**Step 2:** Baseline step that allows Avantor to collect initial data to refine scope and triage its suppliers appropriately

**Step 3:** Assessment step using EcoVadis' ratings platform to review suppliers' overall sustainability performance

**Step 4:** Advanced assessment step to collect specific information relating to a PSS topic

### IMPROVE

This stage provides training and management mechanisms to support supplier performance improvements

**Step 5:** Training step that gives suppliers the information they need to be able to improve PSS topic performance

**Step 6:** Management step that enables Avantor to manage specific supplier improvement actions

**Step 7:** Auditing step that allows Avantor to manage and validate performance at a site level

### REPORT

This stage enables Avantor to communicate its progress to its stakeholders at both an individual and aggregate level

**Step 8:** Communication step that allows Avantor to communicate progress to stakeholders, including suppliers

## SETTING HIGH STANDARDS AND MONITORING ADHERENCE FOR SUPPLIERS

We hold anyone working for or with Avantor to the standards outlined in our [Responsible Supplier Code of Conduct](#). Supplier requirements and practices are further outlined in additional statements and policies, which are updated regularly to reflect best practices. 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](#)

We reserve the right to monitor suppliers' compliance with our Code and policies. Non-compliance may result in consequences such as an audit, corrective action plans or contract termination.

## Strengthening supplier performance

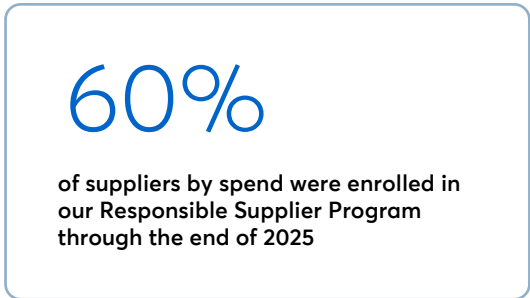
Through our **Responsible Supplier Program**, we engage with suppliers and help drive their performance on:

- **Environmental impact** to set and achieve GHG emissions reduction targets (see page 29)
- **Resource circularity** through product and packaging design (see page 24) and through waste reduction
- **Human rights** in their workforce and supply chain (see section opposite)

Moving forward, we continue to focus on supplier collaboration and data maturity to enhance our suppliers' capabilities and ensure our value chain is in compliance with new regulations.

We are building supplier capacity through programs such as the **Climate Accelerator School**, hosted by the Supplier Leadership on Climate Transition (see page 29). We also provide sustainability resources on our Supplier Training portal.

For more information on supply chain management, see our SASB index on pages 54-57. →



## How we support 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. 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.

## 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 guidelines, Avantor follows a five-step process for conflict mineral due diligence. We request that suppliers complete the Responsible Minerals Initiative 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.

### RECOGNIZING SUPPLIERS FOR SUSTAINABILITY EXCELLENCE

Each year we recognize suppliers for exceptional sustainability performance and collaborative contributions with our Top Responsible Supplier Performance Award. Announced at our Americas and European Sales Conferences, winners must demonstrate excellent collaboration, consistently strong EcoVadis scores and progress towards achieving our sustainable sourcing targets.

We recognized Veolia ELGA LabWater (Americas) and Bürkle GmbH (Europe) with our 2025 Top Responsible Supplier Performance Award. More on our [award-winning suppliers](#). ↗



Veolia ELGA LabWater (Americas)



Bürkle GmbH (Europe)

# Cybersecurity & data privacy

Cyber risks are growing and so, too, are our protections against them. This safeguards our assets and helps ensure we can continue delivering value to our customers without disruption.

We rely on advanced information systems to obtain, rapidly process, analyze and manage data to effectively operate our business. Our enterprise-wide cybersecurity risk management program and information security policies, processes and standards help protect these systems and the data they contain. Our Vice President of Information Security oversees our cybersecurity program, which is integrated into our ERM process, and reports on risks annually to our Board.

Our 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. We train our associates annually on our data security policies and how to protect our business from evolving risks.

**For information on our responsible use of AI, see page 42. →**

## Assessing and mitigating cyber risk

We perform risk assessment activities annually aligned with the National Institute of Standards and Technology (NIST) 800-171 Standard and Cybersecurity Framework.

Our Information Security team develops and implements plans to mitigate cybersecurity threats. It monitors our systems for threats, breaches, intrusions and other weaknesses and responds to cybersecurity incidents should they occur.

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.

We also have procedures to identify and defend against cybersecurity risks and threats associated with our third-party service providers. We evaluate information security professionals, review independent assessment documentation and continuously monitor the independent security posture of these providers. Additionally, we incorporate security and data protection provisions in our contracts with third-party service providers when applicable.

Because no system is risk free, we maintain cybersecurity insurance to help cover costs if an incident occurs.

No cybersecurity incident during the year ended December 31, 2025, 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](#) for more information on how material cybersecurity attacks may impact our business.

## Protecting data privacy

We take protecting our stakeholders’ data seriously. We use it only for clear business purposes and in line with applicable laws. We’re also committed to handling personal information fairly and responsibly — whether it belongs to current or former associates, contract workers, job candidates or their families or emergency contacts — including data we collect ourselves or that is managed on our behalf.

### ADVANCING INFORMATION SECURITY

In 2025, Avantor achieved ISO/IEC 27001 certification, demonstrating alignment with internationally recognized standards for information security management and reinforcing our commitment to protecting data confidentiality, integrity and availability. Additionally, our information security program received a “Mature” score of 965 (Platinum) from CyberVadis. This reflects the strength and effectiveness of our cybersecurity governance, controls and risk management practices.

# Appendix

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## About this report

Thank you for your interest in Avantor’s 2025 Science for Goodness Sustainability Report. We publish this report to provide an overview of our Company’s operations related to sustainability and corporate responsibility topics that are important to our business and our stakeholders. This report, including relevant data and disclosures, is for the calendar year starting January 1, 2025, and ending December 31, 2025, unless otherwise noted.

We reference several sustainability reporting frameworks and standards to inform the data and information we disclose, including those outlined by the Sustainability Accounting Standards Board (SASB) and recommendations from the Task Force on Climate-related Financial Disclosures (TCFD).

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.

**Read more about Avantor’s policies and statements** [↗](#)

**Learn more about Sustainability at Avantor** [↗](#)

## Materiality

Avantor’s sustainability strategy and reporting priorities are informed by our Company business priorities, key stakeholders and the evolving reporting landscape.

In 2024, we completed a double materiality assessment (DMA) to further inform our sustainability program strategy and risks, and to prepare for forthcoming reporting requirements, such as the Corporate Sustainability Reporting Directive (CSRD) in Europe. Through our DMA, we identified priority issues for both impact materiality (inside-out) and financial materiality (outside-in) factors.

**For more on our DMA process, please see our fiscal year 2024 Sustainability Report.** [↗](#)

### AVANTOR’S DOUBLE MATERIALITY TOPICS


1. Climate change
2. Resource use and circular economy
3. Pollution of water
4. Own workforce
5. Workers in the value chain

### Review and validation

As we prepare for EU CSRD and EU Taxonomy reporting in 2028, we will revisit the DMA and impacts, risks and opportunity statements and refresh as necessary.



# Independent Limited Assurance Report



## Independent Limited Assurance Report

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by Avantor Inc. ("Avantor") to provide limited assurance in relation to the Selected Information set out below and presented in Avantor's 2025 Sustainability Report (the "Report").

### ENGAGEMENT SUMMARY

<b>Scope of our assurance engagement</b>	Whether the following Selected Information for 2025, is fairly presented on page 28 and page 52 in the Report, in all material respects, in accordance with the reporting criteria.  Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
<b>Selected Information</b>	<ul style="list-style-type: none"> <li>• Scope 1 Emissions [metric tons CO2e]</li> <li>• Scope 2 Emissions (location-based) [metric tons CO2e]</li> <li>• Scope 2 Emissions (market-based) [metric tons CO2e]</li> <li>• Energy consumption [MWh]</li> </ul>
<b>Reporting period</b>	January 1 <sup>st</sup> 2025 – December 31 <sup>st</sup> 2025
<b>Reporting criteria</b>	<ul style="list-style-type: none"> <li>• Avantor's Basis of Reporting (Inventory Management Plan) and as shared through the footnotes in Avantor's Sustainability Report</li> <li>• The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions</li> <li>• GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions</li> </ul>
<b>Assurance standard and level of assurance</b>	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information.'</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
<b>Respective responsibilities</b>	<p>Avantor is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.</p> <p>ERM CVS' responsibility is to provide a conclusion to Avantor on the agreed assurance scope based on our engagement terms with Avantor, the assurance activities performed and exercising our professional judgement.</p>

### OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information for 2025 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

### OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information, a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2025 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting virtual site visits to 2 client sites in Schwabmünchen (Germany) and Solon Fountain in Ohio (USA) to review source data and local reporting systems and controls;
- Evaluating the conversion factors, emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

### THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. We did not conduct in person visits to any operated facilities as part of the engagement

### OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Avantor in any respect.



June 17, 2026

Malvern, PA

ERM Certification & Verification Services Incorporated  
[www.ermcvs.com](http://www.ermcvs.com) | [post@ermcvs.com](mailto:post@ermcvs.com)

# Data Summary

## People & Culture Data

Associates	Count	Percentage
<b>Total Associates<sup>1,2</sup></b>	13,290	
Americas	5,513	41%
AMEA	2,768	21%
Europe	5,009	38%

Associates by Gender <sup>3</sup>	Count
Male	7,339
Female	5,889

Associates by Employment Type, by Gender <sup>3</sup>	Full time	Part time
Male	7,212	127
Female	5,528	361

New Hires by Age and Gender <sup>3</sup>	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
Male	471	620	184
Female	423	440	92

New Hires by Age and Region	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
Americas	353	514	188
AMEA	315	227	5
Europe	234	330	84

1. The number of associates used in the calculations is the figure as of December 31, 2025.  
 2. The federal government requires Avantor to file an Employer Information Report EEO-1 annually. The gender and race/ethnicity data categories contained in the EEO-1 are prescribed by the form and are self-reported by employees.  
 3. Associates choosing "Undeclared" for gender were removed from the calculation for percentage.  
 4. As noted in last year's report, Avantor is undergoing a business transformation that includes organizational effectiveness leading to associate turnover. Associates impacted by reduction in force tied to Avantor's enterprise transformation efforts are classified as involuntary turnover.

Turnover by Level <sup>4</sup>	Voluntary	Voluntary %	Involuntary	Involuntary %
<b>Position Level</b>				
Executive Leadership <sup>5</sup>	13	13%	20	20%
Leadership <sup>6</sup>	94	6%	122	8%
Individual Contributor <sup>7</sup>	1,296	11%	1,337	12%
<b>Total</b>	<b>1,403</b>	<b>10.6%</b>	<b>1,479</b>	<b>11.4%</b>

Turnover by Age and Gender <sup>3,4</sup>	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
Male	354	747	353
Female	312	622	461

Turnover by Age and Region <sup>4</sup>	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
Americas	342	665	522
AMEA	147	221	17
Europe	186	491	276

<b>Percentage of Associates Received Performance Review<sup>8</sup></b>	100%
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Employee Safety	2020	2023	2024	2025
<b>Total Recordable Incident Rate (TRIR)</b>	0.50	0.43	0.34	0.29
<b>Total Lost Time Incident Rate (LTIR)</b>		0.25	0.21	0.11

5. "Executive Leadership" positions are defined as VP and above.  
 6. "Leadership" positions are defined as manager and above, and positions that contain a supervisory organization or more than one direct report.  
 7. "Individual Contributor" positions do not have a supervisory organization or direct reports.  
 8. Figure includes 100% of associates included in the Performance Management Process. Associates may be excluded due to reasons such as collective bargaining contracts, leaves of absence, or mergers or acquisitions.

## Innovation & Environment Data

Scope 1 and 2 GHG Emissions (MTCO <sub>2</sub> ) <sup>1,2,3,4,10</sup>	2020	2023	2024	2025
<b>Scope 1</b>	41,715	40,743	36,545	36,893
<b>Scope 2 (location-based)</b>	39,493	36,577	37,505	34,156
<b>Scope 2 (market-based)</b>	-	34,079	34,849	31,176
<b>Total GHG Emissions, Scope 1 and 2 Market-Based</b>	<b>81,208</b>	<b>74,822</b>	<b>71,394</b>	<b>68,069</b>

Scope 3 GHG Emissions (MTCO <sub>2</sub> ) <sup>5,6</sup>	2020	2024	2025
<b>Category 1: Purchased Goods and Services</b>	1,480,340	1,303,627	1,390,271
<b>Category 2: Capital Goods</b>	22,967	13,287	14,789
<b>Category 3: Fuel- and Energy-Related Activities</b>	21,924	20,230	15,209
<b>Category 4: Upstream Transportation and Distribution<sup>7</sup></b>	96,836	89,690	66,829
<b>Category 5: Waste Generated in Operations<sup>7</sup></b>	2,047	4,763	17,929
<b>Category 6: Business Travel</b>	2,478	5,207	6,669
<b>Category 7: Employee Commuting</b>	11,341	10,601	9,544
<b>Category 9: Downstream Transportation and Distribution<sup>7</sup></b>	61,186	60,683	112,024
<b>Category 10: Processing of Sold Products</b>	325,543	352,124	371,571
<b>Category 11: Use of Sold Products<sup>7</sup></b>	2,491,019	406,683	441,096
<b>Category 12: End-of-Life Treatment of Sold Products</b>	177,461	150,464	139,286
<b>Total Scope 3</b>	<b>4,693,142</b>	<b>2,417,360</b>	<b>2,585,217</b>

- Avantor measures and discloses the company's Scope 1 and Scope 2 GHG emissions in accordance with the following guidance and standards: 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). Emission factors (EFs) were updated in alignment with the GHG Protocol emission factor hierarchy, which prioritizes the use of country- or region-specific emission factors where available, before applying generic or global default factors.
- Data reported represents 95% of operational emissions (site and fleet) globally.
- Our consolidation approach is operational control.
- Scope 1 emissions include stationary and mobile sources. The ratio for diesel/gasoline vehicles varies by country and there is current limited availability for this information; we have assumed a 50/50 split in our calculations. Emission factors were updated to reflect EMEP/EEA air pollutant emission inventory guidebook 2023.
- We assessed our Scope 3 emissions using the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standards.
- 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 9-12 in our Scope 3 footprint.
- We continue to improve our Scope 3 data collection and calculations. Notably this is reflected in recategorizations of transportation emission sources in Categories 4 and 9, expanded coverage of waste data and updated equipment usage times in Category 11. We will apply changes as relevant to baseline year in future disclosures.
- The number of sites reporting increased starting in 2024 (delineated by vertical line).

Energy Use (MWh) <sup>9,9,10</sup>	2020	2023	2024	2025
<b>Total Energy</b>	<b>240,234</b>	<b>212,129</b>	<b>300,345</b>	<b>300,143</b>
<b>Renewable Energy</b>	0	6,992	12,828	27,999
<b>Natural Gas</b>	127,779	126,064	169,048	165,755
<b>Non-renewable Electricity</b>	92,219	85,593	107,137	94,973
<b>Other Stationary Fuel (Diesel/Oil)</b>	509	472	804	1,891
<b>Mobile Fuel</b>	19,727	17,888	15,599	14,301

Intensity Metrics	2025	2025
	MWh per \$M USD Net Sales	MWh per Associate
<b>Energy Intensity</b>	45.82	22.58
	MTCO <sub>2</sub> per \$M USD Net Sales	MTCO <sub>2</sub> per Associate
<b>GHG Emissions Intensity</b>	10.85	5.34

Waste Generation, Diversion, Recycling and Disposal (MT) <sup>8</sup>	2023	2024	2025
<b>Total Waste Generated</b>	9,232	17,682	18,186
<b>Recycled<sup>11,12</sup></b>	4,481	8,288	10,547
<b>Waste to Energy</b>	423	582	1,192
<b>Landfilled</b>	4,329	8,791	6,447
<b>Landfill diversion rate</b>	<b>53%</b>	<b>50%</b>	<b>65%</b>

Water Withdrawal (m <sup>3</sup> ) <sup>13,14</sup>	2024	2025
<b>Water Withdrawal</b>	1,592	1,514

- 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.
- Avantor engaged a third-party verifier, ERM CVS, to review and provide limited assurance for 2025 Scope 1 GHG emissions, Scope 2 GHG emissions (market- and location based) and total energy for the subset of facilities selected by the Company for reporting. See "Independent Limited Assurance Report".
- Data is reported in metric tons.
- The number of sites reporting waste significantly increased starting in 2024 (delineated by vertical line).
- Starting in 2024, we increased the number of sites reporting water data and enhanced data reporting at one of our key sites. The data shown here for 2024 and 2025 reflects these enhancements.
- Data is reported in million liters (1,000 m<sup>3</sup>).

## Governance & Integrity Data

Board Composition by Age <sup>1</sup>	Count
Age Group	
<40	0
40-49	0
50-59	4
60-69	8
70+	0

ISO 9001 Certifications by Region <sup>2</sup>	Count
Region	
AMEA	2
Americas	29
Europe	41
<b>Global Total</b>	<b>72</b>

1. See our [2026 Proxy Statement](#) for more information about Board composition.

2. 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. See our [website](#) for more.

# SASB index

This index includes and references information related to the Sustainability Accounting Standards Board (SASB) Medical Equipment & 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 2025 (January 1, 2025, through December 31, 2025) unless otherwise noted in specific disclosures.

Code	Category	Unit of Measurement	Metric	Disclosure
<b>Product safety</b>				
<a href="#">HC-MS-250a.1</a>	Quantitative	Number	Number of recalls issued, total units recalled	There have been no (0) Avantor product recalls issued.
<a href="#">HC-MS-250a.2</a>	Discussion and analysis	n/a	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products Database	There have been no (0) Avantor manufactured products listed in the FDA's MedWatch Safety Alerts for Human Medical Products Database.
<a href="#">HC-MS-250a.3</a>	Quantitative	Number	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	There have been no (0) reported fatalities.
<a href="#">HC-MS-250a.4</a>	Quantitative	Number	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	There have been no (0) FDA enforcement actions taken in response to violations of cGMP.
<b>Ethical marketing</b>				
<a href="#">HC-MS-270a.1</a>	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.
<a href="#">HC-MS-270a.2</a>	Discussion and analysis	n/a	Description of code of ethics governing promotion of off-label use of products	2025 Science for Goodness Report > <a href="#">Product quality</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 off-label use of products.

SASB index (continued)

Code	Category	Unit of Measurement	Metric	Disclosure
<b>Product design and lifecycle management</b>				
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	2025 Science for Goodness Report > <a href="#">Product quality</a> 2025 Science for Goodness Report > <a href="#">Delivering sustainability through our products &amp; services</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	357 MT 2025 Science for Goodness Report > <a href="#">Reducing product end-of-life impacts</a> <a href="#">Avantor Recycling and Waste Diversion Solutions</a>
<b>Supply chain management</b>				
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. 2025 Science for Goodness Report > <a href="#">Product quality</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 stages of manufacturing and distribution. We maintain traceability through accounting for product part numbers, serial numbers and lot numbers. <a href="#">Quality and compliance</a> 2025 Science for Goodness Report > <a href="#">Responsible supply chain</a>
HC-MS-430a.3	Discussion and analysis	n/a	Description of the management of risks associated with the use of critical materials	<a href="#">2025 Form 10-K, pp. 9-19</a> 2025 Science for Goodness Report > <a href="#">Product quality</a> 2025 Science for Goodness Report > <a href="#">Responsible supply chain</a> <a href="#">Avantor Responsible Supplier Code of Conduct</a> <a href="#">Avantor Conflict Minerals Statement</a>

SASB index (continued)

Code	Category	Unit of Measurement	Metric	Disclosure																				
<b>Business ethics</b>																								
HC-BP-510a.1	Quantitative	Reporting currency	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	There have been no (0) monetary losses as a result of legal proceedings associated with bribery or corruption. <a href="#">2025 Form 10-K, p. F-33</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. We follow relevant healthcare and product codes and laws applicable to Avantor's business. 2025 Science for Goodness Report > <a href="#">Strong business ethics and compliance</a> <a href="#">Avantor Code of Ethics and Conduct</a>																				
<b>Employee recruitment, development and retention</b>																								
HC-BP-330a.1	Discussion and analysis	n/a	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	2025 Science for Goodness Report > <a href="#">Attracting, developing and retaining top talent</a> 2025 Science for Goodness Report > <a href="#">Fostering associate engagement</a> <a href="#">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) midlevel managers, (c) professionals, and (d) all others	Total rate of associate turnover: 22% <b>Turnover by Level</b>																				
<table border="1"> <thead> <tr> <th>Position Level</th> <th>Voluntary</th> <th>Involuntary</th> <th>Voluntary %</th> <th>Involuntary %</th> </tr> </thead> <tbody> <tr> <td>Executive Leadership</td> <td>13</td> <td>20</td> <td>13%</td> <td>20%</td> </tr> <tr> <td>Leadership</td> <td>94</td> <td>122</td> <td>6%</td> <td>8%</td> </tr> <tr> <td>Individual Contributor</td> <td>1,296</td> <td>1,337</td> <td>11%</td> <td>12%</td> </tr> </tbody> </table>					Position Level	Voluntary	Involuntary	Voluntary %	Involuntary %	Executive Leadership	13	20	13%	20%	Leadership	94	122	6%	8%	Individual Contributor	1,296	1,337	11%	12%
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<b>Greenhouse gas emissions</b>																								
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: 36,893 MTCO <sub>2</sub> Scope 2 (location-based) GHG emissions: 34,156 MTCO <sub>2</sub> Scope 2 (market-based) GHG emissions: 31,176 MTCO <sub>2</sub> 2025 Science for Goodness Report > Innovation and Environment > <a href="#">Decarbonizing our operations</a>																				
RT-CH-110a.2	Discussion and analysis	n/a	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	2025 Science for Goodness Report > Innovation and Environment > <a href="#">Decarbonizing our operations</a>																				

**SASB index (continued)**

Code	Category	Unit of Measurement	Metric	Disclosure
<b>Energy management</b>				
<a href="#">RT-CH-130a.1</a>	Quantitative	Gigajoules (GJ), Percentage (%)	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Total energy consumed: 300,143 MWh 2025 Science for Goodness Report > <a href="#">Decarbonizing our operations</a>
<b>Water management</b>				
<a href="#">RT-CH-140a.1</a>	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Total water withdrawn: 1,514 m <sup>3</sup> <sup>1</sup>
<a href="#">RT-CH-140a.3</a>	Discussion and analysis	n/a	Description of water management risks and discussion of strategies and practices to mitigate those risks	2025 Science for Goodness Report > <a href="#">Water management</a>
<b>Community relations</b>				
<a href="#">RT-CH-210a.1</a>	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 use of an EHS management system tool, which captures and verifies completed tasks for effective monitoring and compliance.
<b>Workforce health and safety</b>				
<a href="#">RT-CH-320a.1</a>	Quantitative	Rate	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	(1) TRIR - 0.29 (2) Zero (0) fatalities for employees and contractors.
<a href="#">RT-CH-320a.2</a>	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	2025 Science for Goodness Report > <a href="#">Demonstrating workplace safety</a>

1. Data reported in million cubic liters (m<sup>3</sup>) representing 56 sites globally.

# TCFD index

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 2025 (January 1, 2025, through December 31, 2025) unless otherwise indicated in specific disclosures.

TCFD Recommendation	Response
<p><b>Governance: Disclose the organization’s governance around climate-related risks and opportunities.</b></p>	
<p><b>a) Describe the board’s oversight of climate-related risks and opportunities.</b></p>	<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 key environmental disclosure updates and stakeholder expectations. This ensures that Board members have competency on sustainability issues, including those related to climate.</p> <p>The independent Nominating &amp; 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 toward our sustainability goals and risks and reports regularly on such matters to the full Board.</p> <p><a href="#">Nominating &amp; Governance Committee Charter</a></p>
<p><b>b) Describe the management’s role in assessing and managing climate-related risks and opportunities.</b></p>	<p>Avantor’s CEO and Executive Leadership Team (ELT) provide direction and guidance on sustainability matters, including climate risks and opportunities. Our Vice President of Global Sustainability and Impact leads and coordinates our overall sustainability strategy and regularly engages with the ELT and the Board’s Nominating &amp; Governance Committee as noted above.</p> <p>Our Vice President of EHSS&amp;S, under our Chief Operating Officer, leads the strategy to reduce our Scope 1 and 2 emissions. Overall Scope 3 emissions responsibility falls under our VP of Global Sustainability and Impact; within this team, our Sustainable Sourcing Director leads our upstream Scope 3 emissions reductions, while our Sustainable Products Manager, in collaboration with our R&amp;D and Portfolio Management teams, is responsible for downstream emissions strategy across our two business units.</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 composed 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> <p>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.</p> <p>2025 Science for Goodness Report &gt; Sustainability oversight and management, <a href="#">p.8</a></p> <p>2025 Science for Goodness Report &gt; Responsible supply chain, <a href="#">p.45</a></p>

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TCFD Recommendation

Response

**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.**

Avantor has identified the following climate-related risks and opportunities that have the potential to impact the financial or strategic position of our business and affect our ability to produce or distribute products throughout the supply chain. The risks do not reflect the effect of ongoing strategic actions. The Company defines short term as one to three years, medium term as three to five years and long term as five to fifteen years.

**Climate-related physical risks**

Acute risk: Extreme weather events

Time horizon: Short, medium, long-term

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.

Management Response: Avantor considers supply chain business continuity and risk within two pillars: risk management (before an adverse event) and crisis management (during/after the event). Our Business Continuity Management Program works to anticipate, manage and recover from disruptions, including those created by climate impacts, such as adverse weather events. Avantor maintains business continuity plans at facilities to prepare for, respond to and recover from extreme weather events. We maintain 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.

2025 Science for Goodness Report > Strengthening emergency preparedness and business continuity, [p.41](#)

**Climate-related opportunities**

Opportunity: Development of new products or services

Time horizon: Medium to long term

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 customers’ needs. Our Product Sustainability Task Force empowers 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. Our internal Sustainable Product and Packaging Guidelines support the development and delivery of products with demonstrated environmental benefits and value for our customers. Sustainability considerations are embedded into the stage gate processes to increase visibility and better track innovations with sustainable attributes. See the [Delivering sustainability through our products & services](#) section of this report for additional details.

TCFD index (continued)

TCFD Recommendation	Response
<p><b>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term. (cont.)</b></p>	<p>Opportunity: Expansion of low-emissions goods and services                      Time horizon: Short and medium term                      Customers are seeking confidence that their purchasing decisions are in line with their corporate sustainability goals. 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 <a href="#">p. 24</a> and our <a href="#">website</a>.</p> <p>Opportunity: Operations - Improved resource efficiency and reduced operating costs                      Time horizon: Short and medium term                      Site-based energy efficiency and process optimization initiatives that reduce our energy use often result in cost improvements. In addition, we are transitioning to lower emission energy sources to achieve our SBTi goals. This includes on-site renewable energy systems and renewable electricity procurement aimed at reducing our exposure to energy price fluctuations, as well as costs related to potential future carbon regulations. These efforts also help meet the rising expectations of customers and other stakeholders, while enhancing Avantor's reputation and potential to be a preferred low-carbon supplier. See the <a href="#">Decarbonizing our operations</a> section of this report for additional details.</p>
<p><b>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.</b></p>	<p>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.</p> <p>Our annual emissions reduction and efficiency plans and projects are built into our annual financial planning process. We continue to invest in energy-efficient equipment, process optimizations and renewable energy sources to address key climate issues and minimize our impact.</p> <p>As part of our strategy for achieving our 2030 climate targets, we estimated a range of investments, including potential costs for operational efficiency digitization, CAPEX investments such as meters and replacing aging equipment with higher efficiency/lower-emissions options, and increasing our renewable energy portfolio.</p>
<p><b>c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</b></p>	<p>The following activities support the resilience of Avantor's strategy related to climate change.</p> <p><b>Emergency preparedness:</b>                      Avantor's Global Emergency Response program addresses a range of situations, including severe weather, through protocols for operating procedures for emergency use, contingency plans and coordination structures. Through this process, participants determine how they would respond to and address the scenario. This helps us understand the resilience of our strategies and processes and identify opportunities for improvement.                      2025 Science for Goodness Report &gt; On-site emergency response training, <a href="#">p.18</a></p> <p><b>Crisis response:</b>                      Avantor's Business Continuity Management Program helps us prepare for, respond to and recover from extreme weather events. This supports associates and key business outcomes, while minimizing downtime. We have various systems in place to support resilience in advance of and during incidents. Some of our approaches are tailored to specific geographies and risks. When a crisis occurs, our Business Continuity Management Program employs a standardized communication and operational plan at impacted sites. Appropriate regional and global leaders receive updates as needed based on the severity of the incident and the level of impact on Avantor.                      2025 Science for Goodness Report &gt; Strengthening emergency preparedness and business continuity, <a href="#">p.41</a></p> <p>We reviewed climate scenarios as part of setting our 2030 emissions reduction targets. As part of our continuous improvement approach, we are further strengthening our climate scenario analyses.</p>

TCFD index (continued)

TCFD Recommendation	Response
<p><b>Risk Management: Disclose how the organization identifies, assesses and manages climate-related risks.</b></p>	
<p><b>a) Describe the organization's process for identifying and assessing climate-related risks.</b></p>	<p>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.</p> <p>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 to 18 months, we have enhanced our process and more directly integrated sustainability issues into our overall ERM function.</p> <p>In addition, Avantor relies on the following processes and inputs from across the Company to identify and assess climate-related risks:</p> <p><b>Facility risk analysis:</b></p> <p>Avantor classifies facilities as high, medium or low risk to business continuity based on factors that would significantly impact the Company's ability to manufacture and distribute products through the supply chain. Site vulnerability to external forces is assessed, including climate-related physical risks.</p> <p><b>Environmental management review:</b></p> <p>As part of ISO 14001 environmental management system certification, sites, where relevant, conduct an annual management review that covers progress against environmental objectives and goals; significant environmental aspects and related impacts; how the site is addressing challenges; analysis of the site's EHS&amp;S strengths, weaknesses, opportunities and threats; and other related areas. The management review standard requires the site to consider changes in external and internal factors relevant to the environmental management system; the needs and expectations of interested parties, including compliance and regulatory obligations; significant environmental aspects; and risks and opportunities, among other factors.</p> <p>For more information, please see TCFD Strategy (c) response below.</p> <p>2025 Science for Goodness Report &gt; <a href="#">Materiality</a></p>
<p><b>b) Describe the organization's process for managing climate-related risks.</b></p>	<p>Business continuity plans are developed for our facilities based on an assessment of local and other risks and include steps to be taken during an event and those needed for recovery, such as employee protection planning and communications planning. These plans are developed by a cross-functional team, including IT, supply chain, EHSS&amp;S, procurement and manufacturing.</p> <p>We are also incorporating low-carbon energy sources to reduce the Company's reliance on both the local utility grid and fossil fuels, and to reduce GHG emissions.</p> <p>2025 Science for Goodness Report &gt; On-site emergency response training, <a href="#">p.18</a></p> <p>2025 Science for Goodness Report &gt; Strengthening emergency preparedness and business continuity, <a href="#">p.41</a></p> <p>2025 Science for Goodness Report &gt; Decarbonizing our operations, <a href="#">p.27</a></p>
<p><b>c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.</b></p>	<p>We have taken steps to further integrate sustainability-related risks and opportunities into our overall ERM.</p> <p>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>

**TCFD index** (continued)

TCFD Recommendation	Response
<p><b>Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.</b></p>	
<p><b>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk-management process.</b></p>	<p>2025 Science for Goodness Report &gt; Decarbonizing our operations, <a href="#">p.27</a>                  2025 Science for Goodness Report &gt; Innovation &amp; Environment Data, <a href="#">p.52</a></p>
<p><b>b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.</b></p>	<p>Scope 1 emissions: 36,893 MTCO<sub>2</sub>                  Scope 2 (location-based) emissions: 34,156 MTCO<sub>2</sub>                  Scope 2 (market-based) emissions: 31,176 MTCO<sub>2</sub>                  Scope 3 emissions: 2,585,217 MTCO<sub>2</sub>                  See <a href="#">pp. 27-30</a> in this year's report for additional information on our Scope 1, 2 and 3 emissions.</p>
<p><b>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</b></p>	<p>In 2023, we announced our commitment to set a new 2030 emissions reduction target aligned with the Science Based Targets initiative (SBTi). In 2025, SBTi verified our near-term (2030) science-based greenhouse gas (GHG) emissions targets. 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 of leaders in several related functions includes metrics for hitting associated annual targets. In addition, the Compensation &amp; Human Resources Committee of the Board included GHG emissions reductions targets in the achievement of our nonfinancial strategic targets. Please see p. 54 of our <a href="#">2026 Proxy Statement</a> for more information.</p> <p>2025 Science for Goodness Report &gt; <a href="#">Decarbonizing our operations</a></p>



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