



# Science for Goodness

2024 Sustainability Report



# Science for Goodness

2024 Sustainability Report

## Table of contents

<b>Introduction</b>	<b>3</b>	<b>Community Engagement</b>	<b>31</b>
From our CEO	3	Taking action to build a better world	32
Board statement	4	Avantor Foundation	33
Our mission, vision & values	5	Enabling employee giving	35
2023 financial performance snapshot	6		
2023 sustainability highlights	7	<b>Governance &amp; Integrity</b>	<b>37</b>
Science for Goodness	8	Sustainability oversight and management	38
Materiality	9	Instilling Science for Goodness	39
Engaging our stakeholders	9	Promoting ethics and integrity	40
		Responsible supply chain management	41
<b>People &amp; Culture</b>	<b>10</b>	Risk management and regulatory compliance	42
Empowering people to help create a better world	11	Product safety and compliance policies	44
Creating a culture of innovation and inclusivity	12		
Caring for our associates	19	<b>Appendix</b>	<b>45</b>
		About this report	45
<b>Innovation &amp; Environment</b>	<b>23</b>	Data summary	46
Advancing sustainability from discovery to delivery	24	SASB Index	49
Environmental sustainability in our operations	25	TCFD disclosures	54
Creating a sustainable future with smart solutions	29		



## From our CEO

At Avantor, our mission of setting science in motion to create a better world comes with a deep sense of responsibility. When you visit our sites around the world and speak with our associates, you will see our commitment to serving our customers and communities in action and we are holding ourselves accountable for operating sustainably.

I am grateful for our Avantor associates' many contributions to our business and our sustainability initiatives, and I am pleased to share that, as a Company, we made meaningful progress against our Science for Goodness pillars in 2023. Below are a few highlights which are discussed in greater detail in this report.

- We achieved our 2025 greenhouse gas reduction goals two years early and set new 2030 science-based climate targets. In 2023, the team completed 20 climate-related projects.
- In 2023, we launched our Avantor Scientific Advisory Board which steers our innovation agenda. Across our R&D efforts and our Innovation Centers, we are focused on creating solutions for our life science customers while supporting environmental sustainability. One example of this approach is our recently launched J.T.Baker® Viral Inactivation Solution, which addresses customers' desire for regulatory-compliant and non-toxic alternatives to Octoxynol-9, a chemical widely used in cell lysis processes that has been found to be toxic to aquatic organisms.
- Last June, we launched Avantor's Responsible Supplier program globally to embed sustainable practices across the supply chain. By year-end 2023, suppliers accounting for more than 45 percent of our total spend had enrolled in the program. To measure improvement in our suppliers' sustainability performance over time, we developed key performance indicators and are analyzing data to understand areas of opportunity and identify solutions.
- Our Avantor associates gave nearly 10,000 hours of their time volunteering to improve health outcomes, STEM education and more in our communities last year. Our new Dollars for Doers program supports these efforts by providing a financial contribution to nonprofit organizations where our associates volunteer.

- Across our organization, we are working to create an inclusive environment where all our team members can thrive. It was encouraging to see our efforts recognized by the Human Rights Foundation, which awarded Avantor a perfect score on its 2023 Corporate Equality Index that measures LGBTQ+ workplace equality. We are continuing to advance this commitment, and in March 2024, I signed the Disability:IN CEO letter as part of Avantor's support for prioritizing policies and programs that enable our associates with diverse abilities to contribute to the fullest.

I am proud of the progress that we have made over the past year and look forward to building on this foundation in the year ahead.

Thank you.

**Michael Stubblefield, CEO**





Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix



Board statement

Avantor works side by side with customers to solve some of the toughest scientific challenges facing global communities today. Our commitment to sustainability remains core to our long-term growth strategy and the value we deliver to stakeholders. In 2023, we continued to instill sound corporate responsibility practices across our business, including setting new science-based climate targets and expanding our Responsible Supplier Program globally. Avantor’s Board of Directors champions Science for Goodness in collaboration with the Company’s senior leaders. By requiring accountability for measurable actions, we ensure that Avantor succeeds as a company while positively impacting the world.



“Our independent Board of Directors brings more than 200 years of cumulative experience in the life sciences and healthcare industries that guides the Company’s path forward. On behalf of the Board and our associates around the world, we are proud of Avantor’s role enabling innovation and bring to our work an unwavering commitment to creating a healthier, more sustainable world.”

Jonathan Peacock, Chairman of the Board of Directors

About Avantor

At Avantor, we are committed to driving innovation and excellence, supporting our customers every step of the way in their pursuit of groundbreaking scientific achievements.

We are a leading global provider of mission-critical products and services to customers in the life sciences and advanced technologies industries that create innovations such as biologic therapies, medical implants and consumer electronics. Our robust portfolio is used in virtually every stage of the most important research, development and production activities at more than 300,000 customer locations in 180 countries.

Our global team of more than 14,500 associates is committed to our mission of setting science in motion to create a better world. Together, we collaborate with the scientific community to understand their challenges and to identify solutions that help them efficiently and safely bring innovations to market. From early-phase discovery to commercial delivery, we empower customer innovation with our proven expertise, a robust portfolio of products and productivity-enhancing services. Our focus on delivering the highest-quality customized materials for highly regulated applications supports critical biologics platforms, including monoclonal antibodies (mAbs), gene therapies and other cutting-edge modalities.

To better serve our customers worldwide, we have strategically invested in our manufacturing capacity, supply chain and digital capabilities to drive efficiencies, support innovation and position the Company for future growth. For example, we are doubling the size of our Bridgewater, N.J. innovation center, a core hub for collaboration with our biotech and biopharma customers.

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 and advanced technologies industries.

OUR VALUES

Our ICARE values are the principles that guide and focus Avantor's strategy



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



**Customer Centric** — Everything we do begins with actively listening and collaborating with our internal and external customers. By understanding their challenges and aspirations, we proactively identify solutions that address their current and future needs.



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



**Respect** — We work to build an inclusive culture by seeking to understand each other's experiences and celebrating our diverse backgrounds. We treat others with dignity and operate with the highest level of integrity. Whether working with internal or external partners, we act as one team and always assume others have good intent.



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

We are well-positioned for growth and serve customers across the globe in four end markets:



Biopharma



Advanced Technologies  
& Applied Materials



Education  
& Government



Healthcare

Avantor's global footprint offers extraordinary customer access

- ✔ >\$85B total addressable market<sup>1</sup>
- ✔ ~60% of revenue from biopharma and healthcare end markets<sup>2</sup>
- ✔ ~85% of recurring revenue from materials, consumables and services<sup>2</sup>

- ✔ ~7.5x revenue per innovation dollar spent in 2023<sup>3</sup>
- ✔ ~90% self-manufactured production content specified into customers' products or processes
- ✔ #1 / #2 global materials provider in bioprocessing
- ✔ #1 / #2 global partner for laboratory consumables
- ✔ Serve customers in 180 countries
- ✔ Extensive regulatory expertise 790+ Master Access Files

FULL YEAR

- \$6.97B<sup>2</sup> reported revenue
- \$1,309M<sup>4</sup> adjusted EBITDA
- \$724M<sup>4</sup> free cash flow
- ~14,500 total associates
- Americas
- \$4,072M reported revenue
- Europe
- \$2,420M reported revenue
- AMEA
- \$475M reported revenue

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

<sup>1</sup> Based on management estimates  
<sup>2</sup> Based on FY 2023 results.  
<sup>3</sup> Management estimate for bioprocessing based on revenue in 2023 from new products introduced over the past five years and innovation spend in 2023  
<sup>4</sup> See "Non-GAAP Financial Measures" and "Reconciliations of non-GAAP measures" in our 2023 annual report for a discussion and calculation of non-GAAP measures



**9,880+**

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

**\$1.2M+**

in Avantor Foundation grants

**100%**

of associates received  
performance reviews

**16.7%**

total reduction in Scope 1  
and Scope 2 GHG emissions  
since 2019<sup>2</sup>

**340+**

suppliers enrolled in our  
Responsible Supplier Program

**11.7%**

customer spend rate  
on diverse suppliers

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

<sup>2</sup> Data reported in metric tons of CO<sub>2</sub> equivalents representing 61 sites globally.



**100 on the Human  
Rights Campaign  
Equality Index**



**EcoVadis  
Bronze Medal**



**"Best Safety Team  
Award" from Novartis  
for our onsite service  
team in China**



**Silver certification  
from the Sweden Green  
Building Council for our  
distribution center in  
Örebro, Sweden**



**DGNB Gold award for  
Sustainability for our  
EnEV-certified  
biorepository in  
Frankfurt, Germany**

Science for Goodness

Introduction

People & Culture

Innovation & Environment

Community Engagement

Governance & Integrity

Appendix

Science for Goodness

Our Science for Goodness sustainability strategy is at the core of our commitment to deliver long-term value to our customers, associates, suppliers, communities and stockholders. The four-pillar strategy provides the foundation for our diverse and inclusive culture, innovative product solutions, environmental responsibility, commitment to our communities and unwavering ethical standards.

Led by our Executive Leadership Team and Board of Directors and driven by our global associate population, our daily actions align with our ICARE values and work to embed our Science for Goodness strategy throughout our business and drive measurable progress towards our sustainability goals. To further ensure our commitment to sustainability, we align our pillars with five UN Sustainable Development Goals (SDGs), which help focus our efforts on areas where Avantor can create the most impact.

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

“As part of our commitment to set science in motion to create a better world, we remain focused on executing on our Science for Goodness strategy and delivering real sustainable solutions to our customers.”

For more on our sustainability commitments, listen to our interview with Michael Stubblefield, Director, President and CEO



<sup>1</sup> Based on 2019 emissions baseline reported in metric tons of CO<sub>2</sub> equivalents representing 61 sites globally.  
<sup>2</sup> Based on 2020 emissions baseline reported in metric tons of CO<sub>2</sub> equivalents.  
<sup>3</sup> High priority defined as high risk, high impact or strategic supplier partner.

2024 Sustainability Goals and Progress

Pillar	Goals	SDG Alignment
People & Culture	<div>IN PROGRESS</div> Expand inclusive recruitment strategies to increase management diversity	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>10 REDUCED INEQUALITIES</div>
	<div>IN PROGRESS</div> Achieve top health and safety performance within the industry	
	<div>IN PROGRESS</div> Reduce Total Recordable Incident Rate by 25% by 2025	
Innovation & Environment	<div>ACHIEVED</div> Reduce absolute Scope 1 and 2 GHG emissions by 15% by 2025 <sup>1</sup>	<div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div>
	<div>NEW</div> Reduce absolute Scope 1 and 2 GHG emissions by 50% by 2030 <sup>2</sup>	
	<div>NEW</div> Reduce absolute Scope 3 GHG emissions by 25% by 2030 <sup>2</sup>	
Community Engagement	<div>IN PROGRESS</div> Expand STEM education programs for underserved high school students	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>4 QUALITY EDUCATION</div> <div>10 REDUCED INEQUALITIES</div>
	<div>IN PROGRESS</div> Support a healthier society by addressing inequalities and improving health outcomes	
	<div>IN PROGRESS</div> Increase associate volunteering	
Governance & Integrity	<div>ACHIEVED</div> Launch Responsible Supplier Program	<div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div>
	<div>NEW</div> 75% of suppliers by GHG emissions to have a validated near-term Science Based Targets initiative (SBTi) target by 2030	
	<div>NEW</div> All high priority supplier partners to be above relevant industry average EcoVadis score by 2030 <sup>3</sup>	



# Materiality

Avantor’s passion for continuous improvement drives everything we do. Our first materiality assessment in 2021 helped us to identify the environmental, social and governance (ESG) topics most relevant to our Company. Building on that effort, we conducted a “double materiality” assessment starting in 2023, which reflects our maturing sustainability strategy and the constantly evolving landscape of sustainability reporting and stakeholder expectations. The process involved:

- Analyzing topics identified by relevant regulation, including the Corporate Sustainability Reporting Directive (CSRD) and the topics and subtopics included in the European Sustainability Reporting Standards (ESRS) disclosures, other relevant ESG frameworks and standards and various external ESG assessments to determine relevant topics and subtopics
- Interviewing key internal and external stakeholders to understand their sustainability priorities
- Taking these inputs to conduct an extensive assessment of financial and impact opportunities and risk using established external criteria and internal criteria and thresholds to determine our priority topics.

We are now finalizing our updated double materiality assessment to prepare for forthcoming regulations and ensure our readiness to comply with CSRD requirements. Based on the current stage of this assessment, we have identified the topline sustainability topics that most affect our value creation and offer Avantor the greatest opportunity to have a positive impact on our stakeholders, the economy and the environment. The results of this assessment, which will be shared in more detail in future reports, are in line with expectations and will build on efforts we’ve taken and communicated to advance our sustainability strategy.



<sup>1</sup> Topics are listed in alphabetical order and do not denote order of importance.

## Avantor’s double materiality topics<sup>1</sup>

Climate change adaptation and mitigation

Resource use and product lifecycle management

Community impact

Water pollution

Inclusive and diverse workplace culture

Workforce and human rights

# Engaging our stakeholders

The way we conduct business directly reflects Avantor’s values. We believe in inclusion, sustainable practices, promoting ethical behavior, ensuring compliance and strengthening our long-standing relationships with our associates, customers, investors and suppliers. This close collaboration and engagement ensures our high standards are upheld throughout our value chain. These actions both shape our sustainability priorities and help us to achieve them.

**Associates** — We are dedicated to cultivating an inclusive culture that enables each associate to be their best, pursue their career goals, effectively support the industries we serve and make a positive impact. We facilitate open communication between associates, managers and senior leadership by conducting regular Avantor Engagement Surveys and associate listening sessions. These tools help us gauge our associates’ perception of their work experience, better understand their workplace priorities and address their concerns.

**Customers** — Our customer-centric values are evident in the strong relationships we have cultivated with our over 300,000 customer locations worldwide. We have developed a deep understanding of our customers’ unique challenges and aspirations through active

listening and collaboration, and our solutions empower them to advance science, tackle complex challenges and achieve their business and sustainability objectives.

**Investors** — We engage our investors through frequent, proactive communication and collaboration through our stockholder engagement program. This initiative includes various forums, such as quarterly earnings discussions, investor conferences and individual meetings. Our Executive Leadership and the Board regularly review investor feedback and use this valuable input in our corporate decision-making processes. In 2022, we established a process to proactively engage with investors throughout the year on ESG topics to gain insight into their ESG priorities. We continued these engagements in 2023 and held meaningful conversations on a range of topics including diversity and inclusion, our climate change strategy and goals and board composition and oversight.

**Suppliers** — Our long-standing supplier relationships—many of which have been in place for more than 20 years—help us serve the life sciences and advanced technologies industries with mission-critical products and services. We carefully select our suppliers to ensure our products meet our customers’ performance, quality and regulatory requirements. We expect our suppliers to hold themselves to the same high standards we hold ourselves to and to comply with our Responsible Supplier Code of Conduct. Because these relationships are also key to achieving our long-term sustainability goals, we launched our Responsible Supplier Program in 2023, further enhancing our engagement and collaboration with suppliers.

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix



# People & Culture

As a leading global supplier of mission-critical products and services enabling biotechnology and healthcare solutions, our diverse global team of skilled professionals drives Avantor’s mission to set science in motion to create a better world. Around the globe, more than 14,500 Avantor associates innovate, collaborate and inspire each other to advance life-changing science.

IN THIS SECTION

Empowering people to help create a better world	11
Creating a culture of innovation and inclusivity	12
Caring for our associates	19

People & Culture

Empowering people to  
help create a better world

GOALS



Expand inclusive recruitment strategies  
to increase management diversity



Achieve top health and safety  
performance within the industry



Reduce Total Recordable  
Incident Rate by 25% by 2025

IMPACT AT A GLANCE

Achieved Human Rights  
Campaign Equality Index  
score of 100

1,000+  
job posts reviewed  
to ensure inclusive hiring

25%  
of associates participate  
in Associate-Centric  
Teams (ACTs)

0.43  
Total Recordable  
Incident Rate



# Creating a culture of innovation and inclusivity

We believe creating a corporate culture where every associate feels valued and supported not only enhances the associate experience, it also enables organizational agility. While we do not discriminate in hiring on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected Veteran status or any other characteristic protected by federal, state or local laws, we seek to expand our inclusive recruitment and retention strategies in order to reach the broadest candidate pool from which we recruit for all levels of our organization. In 2023, we made progress in our efforts to strengthen Diversity, Equity and Inclusion (DE&I) at all levels of the Company. We advanced our Science for Goodness aspirations of representation through reviewing over 1,000 job posts and revising for inclusive language to ensure equitable talent attraction and encourage diverse applicants. Moreover, our continued commitment to reach out to the lesbian, gay, bisexual, transgender and queer (LGBTQ+) community earned Avantor a score of 100 on the Human Rights Campaign Equity Index, a national benchmarking tool that measures corporate policies, practices and benefits pertinent to LGBTQ+ associates.



We also made progress in terms of the overall recruitment experience. We decreased the global average recruitment time by 17% and increased offer acceptances by 3%. Additionally, we launched *Talent knows Talent!*, our first global associate referral program, which rewards our associates for helping us find the best candidates.

Furthering our aim of empowering our associates to grow their careers, we expanded our skill-building program offerings and saw a 144% year-over-year increase in associate participation in live and on-demand training courses.

## Enhancing diversity, equity, inclusion & belonging

We strive to cultivate a workplace environment that fosters mutual respect and diversity of thought, celebrates the unique qualities of each individual, and enables all of our associates to be their true selves and feel equally involved and supported. Our DE&I strategy furthers our principles through policies and programs, including measurable leadership accountability for our culture of belonging, which we assess based on metrics of inclusion and engagement in our People Pulse surveys to associates.

We are building towards leadership representation that reflects the rich diversity of the global customers we serve. Our efforts to build an inclusive culture and partner with diverse recruitment organizations yielded a 5% increase in historically underrepresented ethnicities candidates applying for Director and above positions in 2023.

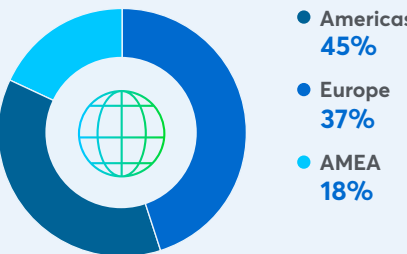
We saw a decrease in female Director candidates in 2023, which, along with reduced overall hiring volumes, contributed to a steady state of female representation year over year. To continue making progress, we put a comprehensive cross-functional action plan in place in 2023. The plan expands recruitment channels, using external supply market data, and retention efforts geared toward women at the Director level and above, which included a dedicated focus group for female leaders and people manager training on microaggressions.

Pay equity is another core component to our DE&I strategy. We complete pay equity audits by country specifications each year and will continue to do so in accordance with local laws and regulations. In order to ensure global due diligence, we onboarded a new, third-party software tool in 2023 that enables us to more precisely analyze and manipulate the data by different classifications across job profiles and regions. This tool facilitates continuous analysis as opposed to a single point in time. The additional functionality ensures real-time attention and rigor and answers the call from our Board to advance our pay equity audits.

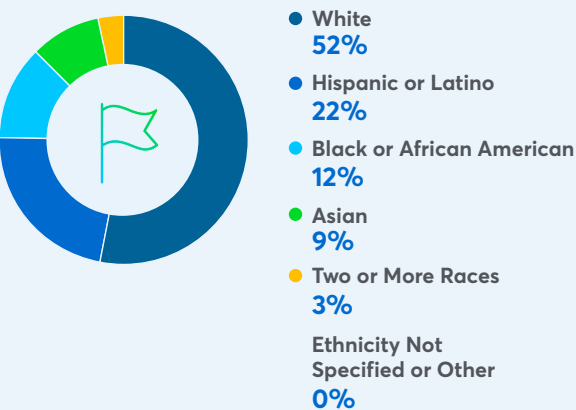
Associates by gender<sup>1</sup>



Associates by region



Racial / ethnic group representation of U.S. associates



<sup>1</sup> Data excludes associates who “do not wish to self-identify” and merger and acquisition profiles that require further demographic data harmonization.

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

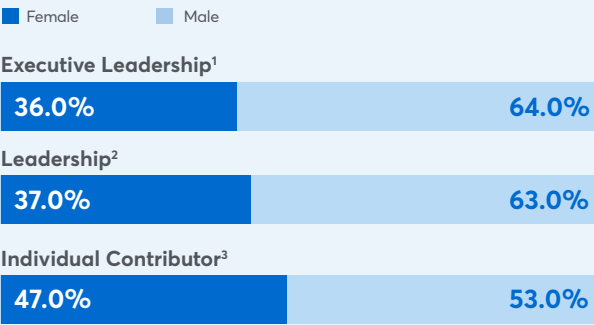
Appendix

<sup>1</sup> "Executive Leadership" is defined as VP level and above.  
<sup>2</sup> "Leadership" positions are defined as manager and above and positions that contain a supervisory organization or more than one direct report.  
<sup>3</sup> "Individual Contributor" positions do not have a supervisory organization or direct reports.

35.9%

Percentage of Women in Leadership Positions

Women in management positions, by level



Racial / ethnic group representation  
of U.S. management, by level

	Executive Leadership <sup>1</sup>	Leadership <sup>2</sup>	Individual Contributor <sup>3</sup>
Asian	7.5%	12.5%	8.7%
Black or African American	6.3%	5.0%	15.8%
Hispanic or Latino	8.8%	7.9%	29.7%
White	73.7%	70.5%	41.6%
Two or More Races	3.8%	3.6%	3.2%
Ethnicity Not Specified / Other	0%	0.3%	0.1%



DE&I leader toolkit

To further increase a sense of inclusion across all regions and teams at Avantor, we introduced a DE&I Leader Toolkit in 2023. Created in response to associate and leader feedback, this resource includes 17 simple ways to integrate inclusion into the daily work experience and improve team members' sense of belonging and connection. Avantor's DE&I Office launched the Toolkit in April, with a live training attended by more than 1,300 leaders from across the organization.

The Toolkit also includes strategies shared by global leaders across Avantor, who relate how intentionally focusing on inclusion has impacted their team's engagement, performance and retention. These examples demonstrate how small, intentional steps taken by leaders can have a big, lasting impact on their team members' sense of inclusion and importance.

Since our first ACTs formed in 2020, leaders and associates across Avantor have embraced this inclusion program and fueled its continuous growth. Our version of Employee Resource Groups (ERGs), Avantor's ACTs provide associates across our organization with opportunities to elevate their individual voices and deepen their understanding of others' lived experiences and perspectives.

Associate-Centric Teams (ACTs)

Sponsored by Executive Leadership Team members and supported by leaders across the organization, our ACTs aim to elevate the voices of Avantor associates, highlight the concerns of the ACT communities and further promote respect and inclusion in the workplace. Currently, our eight ACTs include: Avantor Latinos Moving Ahead (ALMA) ACT, Diverse Abilities ACT, Global Black ACT, New Professionals ACT, Pan Asian Middle East ACT, PRIDE Network ACT, Women in Business ACT and VETS ACT. Our ACTs are open to all associates regardless of self-identification with any of the represented communities. Learning about allyship and fostering inclusion for all is the outcome of our ACTs efforts.

The growth of our ACT program continued in 2023, leading us to reach an important milestone: 25% of our total associate population now participate in one or more ACT, the industry benchmark for ERG participation. This growth is due in large part to the efforts of our ACT Officers—associate volunteers who serve in the program's various leadership roles. Working closely with Engagement Committees and site leaders, ACT Officers organized 30 on-site events in 2023, with more than 1,200 associates participating in activities that celebrated diversity and increased cultural competency. These events included celebrations of Juneteenth, Hispanic Heritage Month, PRIDE Month and the Lunar New Year, while others provided education on topics, such as Disability Inclusion, Breast Cancer Awareness, Bridging Generational Gaps and Understanding the Veteran's Experience.



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

DE&I engagement

The first step to developing programming, resources and leadership inclusion strategies is understanding the composition of our workforce. For this reason, Avantor expanded our Self-Identification Platform to 10 additional countries in 2023, offering even more associates the opportunity to voluntarily provide information such as gender identity and pronouns, ethnicity, sexual orientation and disability and military status. Since the 2021 launch of the platform, 21% of Avantor's global workforce has completed a profile.

In 2023, we also required training focused on associate understanding of Avantor's DE&I commitment and how everyone has a role to play in our culture of inclusion. The collaborative nature of our DE&I efforts is embodied in the regular opportunities we provide for associate learning and expression. In 2023, our DE&I Office held face-to-face listening sessions in 19 different locations across eight countries, engaging associates in conversation and providing information about Avantor's DE&I commitments and ACTs. This year's sessions were held primarily in Europe, with the aim of expanding awareness and allyship in the region. More than 800 associates participated in the events and 83% of attendees signed up to join one or more of our ACTs, exceeding the original goal by 50%.

A key component of Avantor's DE&I strategy, the feedback received at these sessions directly impacts future programs. Since 2021, our DE&I Office has had face-to-face feedback sessions with more than 3,500 associates at 25 locations in 13 countries. The Office also holds monthly online DE&I discussions, engaging more than 1,300 associates in 2023 in candid conversations on a variety of topics. Participation in these forums, which covered topics such as allyship, cultural traditions and self-identification, more than doubled from 2022 to 2023.

Additionally, we offered Safe Space Conversations in response to current events that had impacted marginalized communities. The response to these sessions was overwhelmingly positive, underscoring the importance of creating spaces where people can share how they are feeling, learn from each other and feel supported. As we continue to extend the reach of our DE&I efforts, these open feedback forums and associate DEI programs also provide an opportunity to incorporate "Belonging" into our programs. The concept of "Belonging" involves building psychological safety and fostering inclusion through times of transformation. Going forward, our Diversity, Equity, Inclusion and Belonging (DEI&B) programming will enable us to further enhance the associate experience and demonstrate the business impact of inclusion. The expanded DEI&B mission will also include our Supplier Diversity Program to facilitate programmatic efficiencies and improve strategic alignment.

Our Global Black ACT hosted an online forum to celebrate the cultural and historical significance of Historically Black Colleges and Universities (HBCUs).

Hosted in October, during Homecoming season, the event included information on the history of HBCUs in the United States, their cultural influence and their continued relevance today. Participants were invited to wear their alumni gear and share stories of their HBCU pride. Additionally, the ACT partnered with our Giving Goodness program to create a list of HBCUs and relevant organizations to donate to and with our Talent team to encourage the recruitment of HBCU students and graduates.



Our ALMA ACT celebrated Hispanic Heritage Month by hosting a webinar focused on Latino Americans in baseball. The event featured baseball historian John Delgado, who spoke on the life, career and charity work of baseball legend Roberto Clemente. Team members from around the globe listened to Mr. Delgado speak—including at seven locations that live streamed the event—and wore their favorite team jerseys.



Supplier diversity

Our commitment to diversity extends beyond our workforce to include the businesses and organizations with whom we partner. Since launching our Supplier Diversity Program in 2011, we have worked hard to fulfill our commitment to inclusivity of supplier contracts, supporting the growth and mentorship of nearly 1,200 businesses representing 16 diverse business classifications, including businesses owned by underrepresented racial and ethnic groups, women, disabled persons, veterans and economically disadvantaged persons. By doing so, Avantor not only contributes to economic equity in the communities where we work, we also enhance product choice for our customers and increase our business opportunities.

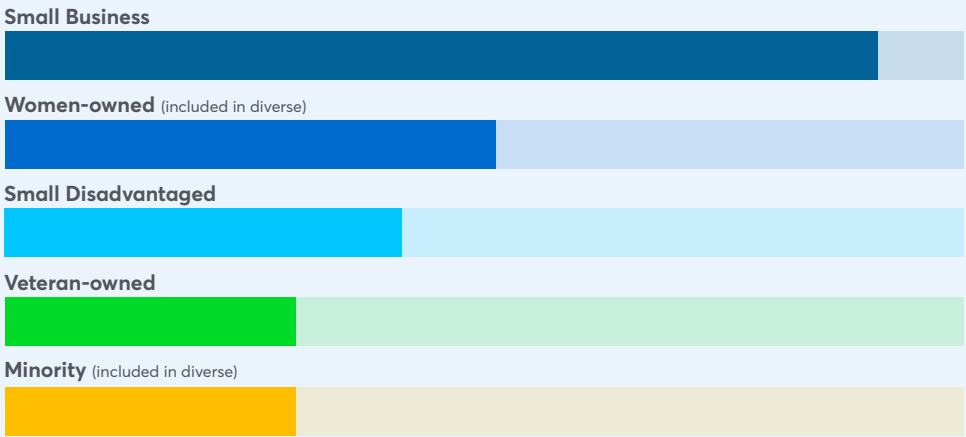
At Avantor, we are proud of our local and regional efforts, which have contributed to economic growth in our communities. In 2023, we continued to advance our supplier diversity efforts through industry collaborations and regional affiliations. We saw particularly significant progress in Texas, where we increased projects in historically underserved businesses (HUBs) by over 25%.

Avantor remains a proud member of the National Minority Supplier Development Council (NMSDC), the Women's Business Enterprise National Council (WBENC), the Diversity Alliance for Science (DA4S) and other regional affiliations. Through our engagement with the NMSDC Healthcare Industry Group — a consortium of supplier diversity and procurement subject matter experts — we continue to shape and align best practices and policies. We have also partnered with Supplier IO, an industry-best data platform used by many of our customers and industry-leading global companies, to enrich our data integrity and tools and to simplify, automate and innovate in our tier two reporting.

11.7%

Customer Spend Rate on Diverse Suppliers¹

Top 5 diversity categories of suppliers¹



Win-Wins with Diverse Suppliers

By helping our customers meet their diverse sourcing goals, we are also able to drive positive economic impact in the communities we jointly serve. In 2023, in Avantor's hometown of Philadelphia, our innovative, long-term partnership with EMSCO Scientific enabled the multi-diverse classified firm to cut the ribbon on a three-story warehouse and service center. EMSCO was able to hire from a historically underserved, economically challenged neighborhood and increase its product offerings to regional and local customers, including schools and hospitals. Throughout North America, the Avantor Supplier Diversity team has continued to leverage mentorship and multiple solutions to enable HUB firms to thrive, hire and grow.

¹ North American spend only.

Reaching future associates

We strive to attract associates who share our passion for discovery and for setting science in motion to create a better world. To further engage and attract top talent, our Global Talent Acquisition Team (GTA) launched a multi-year Talent Attraction Strategy in 2022, which made great strides in its second year by emphasizing Avantor’s positive employer brand, partnering with recruiters that align with our DE&I strategy, using job boards that reach broad audiences to attract diverse candidates from all backgrounds and utilizing a skills-based recruitment approach.

In 2023, we decreased the global average recruitment time by 17%, shaving 12 days off the process by year-end and helping to place top talent into critical roles faster. We also increased offer acceptances by 3%, bringing our acceptance average to 92%. In total, Avantor hired 3,342 new associates in 2023.

Expanding recruiting strategies

Avantor’s commitment to diversity and inclusion begins with the candidate sourcing process. 2023 marked another strong year in diversity recruitment, particularly through outreach to college graduates in the AMEA countries where we operate. Avantor held sessions at 12 universities throughout India in February 2023, resulting in more than 1,800 applications and an 82% diverse candidate slate from the selected population. It also provided a great opportunity for female recruitment, with women representing more than 40% of the candidates hired. This diverse pool of candidates feeds a strong pipeline for our Avantor Business Centers, with skills focused within the Life Sciences, Accounting and Customer Service job groups.

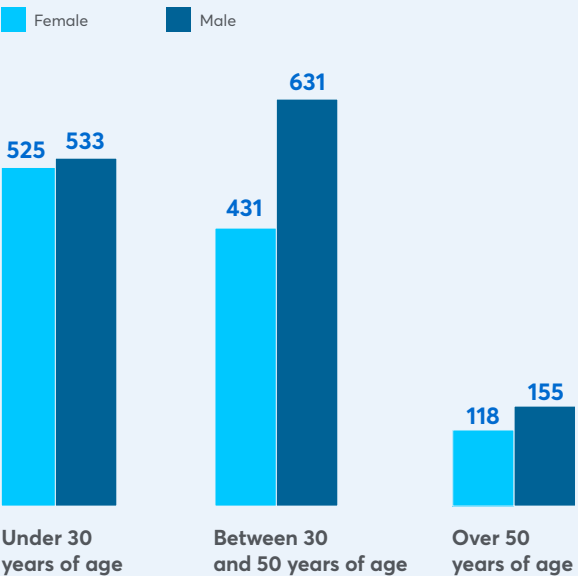
Additionally in 2023, to reach a larger number of candidates in both the LBGTQ+ and neurodiverse communities, we partnered with a diversity recruitment technology company. We also launched a pilot training program for GTA team members and a select group of managers, which included strategies for helping neurodiverse candidates interview successfully.

37%

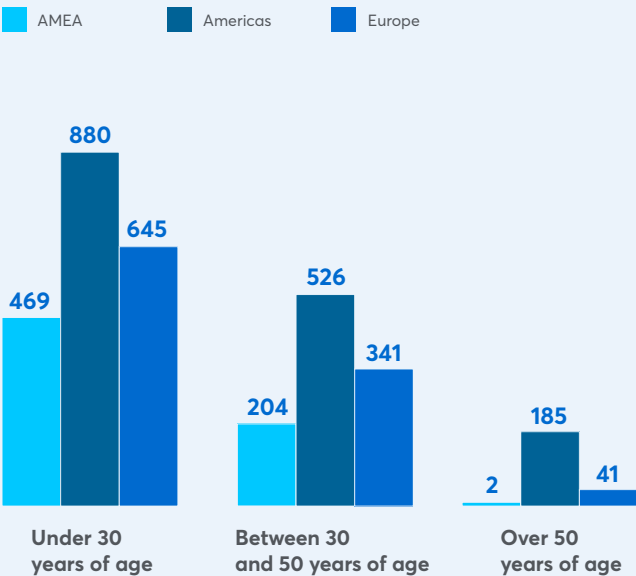
Increase in diverse candidates YoY



New hires by age and gender



New hires by age and region





Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Talent knows talent!

In August of 2023 we launched *Talent knows Talent!*, our first global associate referral program, which rewards our associates for helping us find the best candidates. The program makes it easier for associates to refer potential candidates and provides consistency across all countries and regions. Since its implementation, associate referrals have become our leading source of external hires, at 22%.

In 2023, we invested in technological advancements for the next phase of our multi-year Talent Attraction Strategy. In mid-2024, we will introduce an updated career marketing website, Talent Community Platform, and a candidate relationship management system. These resources will set the stage for future skills-based recruitment and enable the organization to provide the right information to the people who need it — at scale.

Developing our associates

Avantor believes that empowering our associates’ personal and professional growth is a mutually beneficial investment. Our culture of development helps both our associates and the Company reach the future we aspire to. For these reasons, we have committed to continually evaluate and evolve our talent development strategy, with the aim of cultivating a culture of learning and empowering our associates to grow in their careers.

By growing future-ready skills at all levels, we also further enhance Avantor’s pipeline of qualified management candidates and build our leaders’ talent, mindset and capabilities to position Avantor as an employer of choice.

In 2023, we expanded our skill-building program offerings, which provide virtual learning and development opportunities across time zones. As a result, Avantor associates completed 120,000 live and on-demand training courses, a 144% year-over-year increase. Initiatives we kicked off in 2023 include our new Career Hub Platform, our first annual Learning and Career Week and the development of our new Leaders Success Model. We also continued to support the development of our associates through our Career Conversation Campaign and Power Skills Series.

Career hub platform

In October 2023, Avantor launched a Career and Jobs Hub, a platform enabling associates to showcase current and desired skills, identify future career interests and roles, make meaningful connections to guide their career growth and receive customized learning recommendations based on their skills and interests. Our Career Hub also increases the visibility of open roles across the organization. Since the implementation of this resource, Avantor associates have created more than 1,270 Career Hub Profiles and uploaded 17,000 skills.

Learning & career week

To further promote the Company’s offerings, Avantor held its inaugural Learning and Career Week, which offered daily learning opportunities for associates at all levels. Across the organization, more than 8,000 Avantor associates participated in online and in-person learning activities. Onsite events were led by local associates and leaders, while online events included individual and group learning sessions or “lunch and learns,” featuring a selection of LinkedIn Learning courses, guest speakers and panel discussions.



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

100%  
of Associates Received Performance Review<sup>1</sup>



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Leadership development

At Avantor, we support our leaders' development by providing resources and training opportunities designed to enable their success and professional growth. Following the launch of our Avantor Leadership Advantage (ALA) program in 2022, which provides a comprehensive curriculum for first-line managers, we continued to expand our Leadership Development programming in 2023.

We established our Leaders Success Model to provide additional skills development and measure competency in future-readiness. The model's focus areas include vision and strategy, relationships and collaboration, talent advocacy, and curiosity and innovation. We also launched a Manager's Guide to Associate Engagement, a toolkit designed to help leaders develop better relationships with the associates on their teams, because when associates feel like they are heard and valued, they are more engaged and motivated. Additionally, we introduced the Change Leadership Certification, which prepares leaders to guide their teams through transformational change, by focusing on the human element of change, inclusion and empathy.

Our Power Skills Series also focused on Inclusion and Well-being in 2023, with more than 3,700 participants and an average session satisfaction score of 97%. Sessions included:

- Your Brain is Good at Inclusion, Except When It's Not, which examined the domain of diversity and inclusion from the frameworks of human behavior and cognitive neuroscience
- The New Call to Human Leadership Learn, which teaches leaders how to adapt to changing employee expectations, as well as how to more effectively engage and retain associates in the dynamic, hybrid world of work
- Balancing Competing Priorities, where leaders learn to proactively manage their stress response, identify high-payoff activities and develop habits that will help them improve focus and energy



Building Engagement Through Training

Our Leadership Development program has shown that managers who participate in professional development training are more likely to have happier, more engaged teams that stay longer. Avantor managers who have taken training courses outperformed those who have not participated in the engagement, growth and inclusion categories of our 2023 People Pulse Survey.

# Caring for our associates

The health, safety and well-being of our associates is a top priority for Avantor. Our comprehensive approach prioritizes support for the whole person—their physical, mental and emotional health—and we continually strive to have the best possible policies and procedures in place to ensure all aspects of our associates’ well-being.

## Health & safety

In 2023, we achieved a TRIR of 0.43, slightly higher than our 0.40 TRIR in 2022. However, our rate is still better than the industry benchmark and we remain committed to meeting our Science for Goodness target: a reduction of 25% by 2025 compared to a 2020 baseline.

Moreover, we are proud of the progress we’ve made and the recognition we have received. This year, our onsite service team in China received the “Best Safety Team Award” from Novartis.

Our Environmental, Health, Safety, Sustainability and Security (EHSS&S) teams are responsible for overseeing our workplace safety strategy and procedures. Across our organization, our associates regularly participate in safety training specific to the awareness requirements of their respective workplace, whether a laboratory, manufacturing site, distribution center or office.

Across Avantor’s varied workplaces, our approach to safety focuses on risk-based initiatives — identifying opportunities for improvement before an incident occurs and measuring performance through preventive action closure. We also emphasize leadership and associate engagement with root cause analysis training, which helps us better identify when incidents are caused by management systems issues.

In 2023, we held 10 safety events and participated in World Safety Day, an internationally recognized day of action, education and discussion promoting the prevention of occupational accidents and diseases in the workplace. In recognition of this event, which centered on situational awareness, we provided teams with materials on encouraging safe behaviors and held open feedback sessions for associates to discuss how they contribute to our safety culture.

Our safety strategy focuses on compliance with local, national and international regulations, active monitoring of agencies for changing regulations, partnering with operational leaders to meet internal health and safety requirements, and eliminating hazards, reducing risks and preventing injuries and ill health. We systematically register and analyze all near-misses, incidents and accidents and share what we learn through Safety Alerts and Safety Minutes, a brief safety update discussed at the start of meetings.

In addition, our robust hazard identification system encourages associates to report safety observations and to participate in job safety analysis and personal protective equipment assessments. Avantor’s EHSS&S Lessons Learned program was established in 2022 to create a forum for discussing incidents.

## Avantor’s Process Safety Guidelines

**Maintain management processes and encourage associates** to identify areas and opportunities to improve the management system, EHSS&S performance and drive growth of the Company through these initiatives

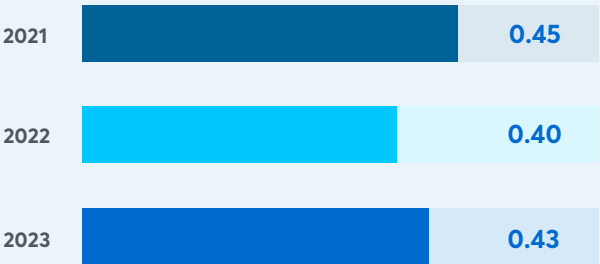
**Ensure open and timely communication and high participation** of workers and workers’ representatives, providing them with appropriate levels of training and supporting local EHSS&S programs and local communities where we operate

**Commit to implementing all training and resources necessary** to ensure the safety and security of people and property

**Regularly conduct safety and security training exercises at our sites worldwide.** Our EHSS&S teams, along with facility Emergency Response Teams and governmental authorities, collaborate closely during these exercises to uphold the highest standards of safety, health and security at each location



Total recordable incident rate (TRIR)





Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix



Phillipsburg’s Annual Emergency Response Training

The key rule for emergency response is to be well prepared for potential incidents that could impact business operations. Preparedness is crucial to advancing a culture of safety across Avantor’s global footprint. In the moments following an emergency, every second counts.

Avantor’s global emergency response training is versatile, addressing a range of situations. This flexibility ensures response teams are ready for multiple scenarios that could potentially impact business operations. By strengthening standard operating procedures for emergencies, contingency planning and the development of coordination structures, these proactive measures allow for a level of readiness that ensures an efficient and timely response.

In 2023, our Phillipsburg, NJ, manufacturing site tested their skills during the annual emergency response training exercise. This exercise isn’t just a routine drill—it’s a commitment to safeguarding our people and our operations, as well as fostering a company-wide culture of safety.

The annual emergency response training was conducted in collaboration with several local, county, state and federal emergency management response agencies and multiple area hospitals.

“Every moment of emergency response training provides our teams with the knowledge and skills needed to fulfill their roles and responsibilities when responding to an emergency.”

Sean DeFusco, SVP of Global Manufacturing Operations





Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Health & well-being

At Avantor, we understand the significance of our role in safeguarding the health and well-being of our associates. Our holistic approach places paramount importance on supporting the complete individual, addressing their physical, mental and emotional well-being through tailored program offerings.

We provide services such as virtual support groups and on-demand webinars focused on topics such as psychological safety, mindfulness, positive parenting, empathy, stress and anxiety. Additionally, our Employee Assistance Programs (EAP) provide essential mental health services, such as free counseling sessions, to all associates and their eligible family members, through a global or regional EAP provider.

Associate total rewards & benefits

Avantor offers a total compensation program that is internally equitable and competitive with other industry leaders. Our pay-for-performance culture offers compensation approaches that reward high performers. We also provide competitive benefits that supplement the social programs offered in the various countries where we work, so associates have access to essential support when they need it most.

In the U.S., we improved our time-off benefits to reflect the inclusivity of Avantor’s company culture and to give all associates the opportunity to observe important religious holidays and commemorate culturally or historically significant events or days of remembrance. Our holiday policy now includes a choice holiday that can be used for such celebrations during which the Company remains open. Additionally, our team in the U.K. enacted a menopause policy, which recognizes menopause as a

life-changing event and sets out the support the Company will provide, including needed accommodations for an associate experiencing menopause-related symptoms.

BetterUp coaching platform

To further enhance our leadership benefits, we have invested in coaching resources. Avantor’s BetterUp coaching platform provides the Company’s directors and VPs life coaching in addition to professional coaching. Some SVPs are eligible for a dedicated executive coach.

Impact program

Our talented associates collaborate daily to solve complex challenges that move science forward and help our customers globally. Our global recognition program, IMPACT, is a way for associates not only to be recognized but to recognize others for contributions embodying our ICARE values of innovation, customer centricity, accountability, respect and excellence. Recipients receive real-time recognition through an internal online portal where recognition is amplified on a social feed where teammates can offer congratulations on a job well done.

Avantor in Motion’s fitness challenge

The semi-annual Avantor in Motion fitness challenge returned in 2023, with nearly 2,100 associates participating worldwide. The challenge focused on encouraging associates to stay active and maintain healthy habits, with the goal of increasing physical activity levels. In the spirit of friendly competition, associates formed teams and earned points together, creating a strong sense of connectedness among participants. The challenges also included a mobile app associates could use to log steps, earn extra points through trivia games and, most importantly, stay connected with and encourage other participants throughout the event.

“I was able to follow Avantor in Motion and complete most of the physical challenges. I have been on a journey of better fitness and nutrition for the past 18 months. I have learned more about proper nutrition and the benefits of exercising. This is the first time in my life I have been able to lose a significant amount of weight, reach a goal weight and, so far, keep it off. I would encourage anyone that took part in this challenge to have confidence in themselves to achieve their goal and then do so. You can do it!”

Tim Baker, Quality Control Sr. Technician, Paris, KY

“During Avantor in Motion, I increased my daily activity significantly, started cutting down on sugars, and tended to my sleep schedule which has made me feel so much better.”

Jimmy Hiller, Quality & Innovation Manager, Sweden

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix



Associate engagement

The DEI&B Office organized an Engagement Committee and ACT connectivity program, inviting local Engagement Committee members from across the globe to join monthly meetings led by the DEI&B Office, with guest presenters from the ACTs and other departments. These efforts have reached 21 global locations with 62 active Engagement Committee members joining regularly to hear updates on upcoming activities that they can partner with the ACTs and Center of Excellence (CoE) leaders to bring to their sites. Working closely with the DEI&B Office and local site leadership, this connectivity program supported 30 joint activities in 2023. It also established a mechanism for Engagement Committee members to connect to each other, share best practices and expand their networks globally.

Additionally, we continued our annual People Pulse Surveys in 2023 to gather associate feedback on their workplace experiences and our evolving culture. Our February 2023 survey had a 64% response rate while our September 2023 survey had a 71% response rate.

Our associates shared their thoughts and ideas, and we leveraged these real-time insights to celebrate successes and build customized action plans based on associate input.

The Growth Index in People Pulse improved from 7.0 to 7.3 year-over-year, validating Avantor's commitment to invest in our associates' continued personal and professional growth. We also instituted a People Pulse Super Star program, which recognizes our outstanding managers. To qualify for the Program, survey responses from a manager's department or team must exceed the overall Avantor score on the question: "How likely is it that you would recommend Avantor as a place to work?"

In September 2023, along with the People Pulse Survey, Avantor launched an Associate Value Proposition (AVP) Survey designed to capture the reasons associates chose Avantor as an employer, their experience since joining and what remains important to them as they stay. The feedback we gathered will help us better understand who we hire, what's important to them and how they learned about our Company. Ultimately, this information will help ensure we are delivering on what matters most, while creating a compelling message to help us attract talent.

AVP SURVEY QUOTES

"Working for Avantor not only makes me feel proud of where I work, but also motivates me to be an active participant in advancing important values within the organization."

Avantor Associate

"I always have opportunities to learn things and to take courses and training which adds value to the us as employees and the organization as a whole."

Avantor Associate



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

# Innovation & Environment



Avantor’s commitment to environmental sustainability motivates how we work, collaborate and positively impact the world. By reducing our greenhouse gas (GHG) emissions, developing innovative sustainable product solutions and improving our packaging and delivery systems, we are advancing sustainability from discovery to delivery.

IN THIS SECTION

Advancing sustainability from discovery to delivery	24
Environmental sustainability in our operations	25
Creating a sustainable future with smart solutions	29



Innovation & Environment

# Advancing sustainability from discovery to delivery

Avantor has a unique and important role in creating a more sustainable future for everyone, which is why we are committed to reducing our operational footprint and creating innovative product and service solutions for our customers. Our environmental priorities include reducing GHG emissions, minimizing waste generation and addressing water consumption.

OUR SCIENCE FOR GOODNESS GOALS

Original Goal



**Reduce operational GHG emissions by 15%** by 2025 from a 2019 baseline

2023 Progress



**Achieved 2025 emissions reduction target** two years early

New 2030 Goal



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



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

IMPACT AT A GLANCE

**Signed the Science Based Targets initiative (SBTi) commitment** to set 2030 emissions reduction targets aligned with climate science

**22**

water management plans developed for sites in areas with high water stress

**8**

solar energy systems installations progressed across the globe

**2**

packaging optimization initiatives launched that reduced product packaging waste

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

# Environmental sustainability in our operations

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

In 2023, we:

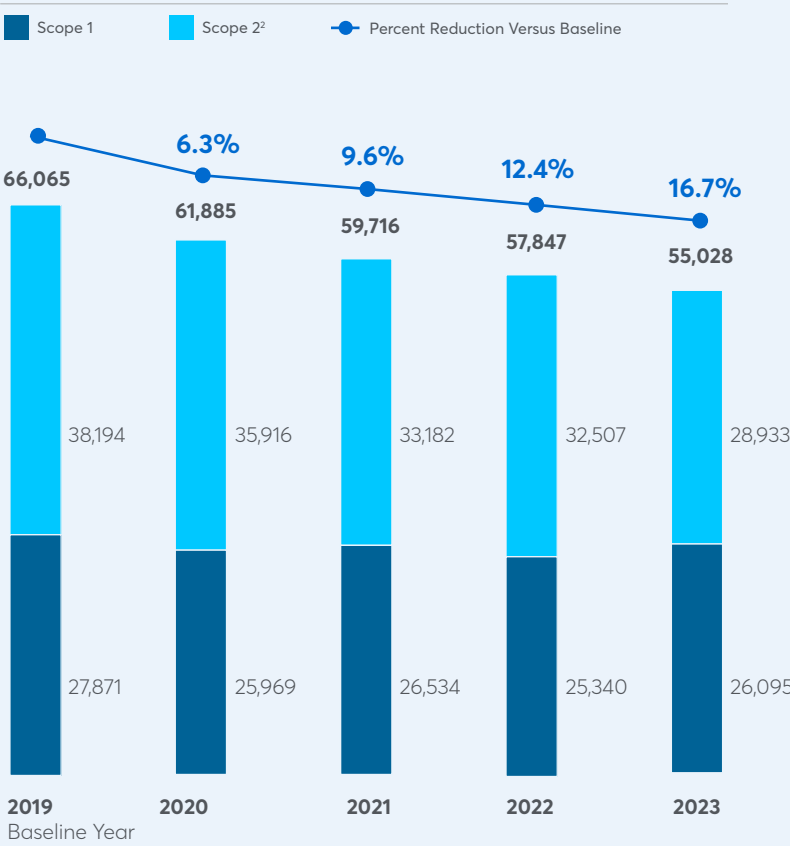
- Reduced our GHG emissions by decreasing our energy consumption and incorporating renewable sources into our energy mix
- Minimized waste generation across our operations and promoted the use of environmentally preferable products and packaging
- Developed water management plans for all high-risk sites
- Raised associate awareness of our sustainability commitments and their role in helping us meet our environmental responsibilities
- Complied with the regulatory requirements in every region in which we operate

## Climate change and energy management

Climate change is the defining environmental issue of our time, threatening lives and livelihoods across the planet. To do our part in addressing this global challenge, Avantor developed an energy and emissions reduction strategy that invests in efficiency projects and alternative energy sources. To ensure accountability and track progress, we started with an initial target to reduce our operational (Scope 1 and Scope 2) GHG emissions by 15% by 2025, compared to a 2019 baseline.

We are proud to report that we met this target two years ahead of schedule, achieving a 16.7% reduction of our Scope 1 and 2 GHG emissions from 2019 to 2023. This achievement involved assessing our manufacturing facilities' energy intensity and GHG emissions, developing an action plan based on those assessments, and implementing site-specific energy efficiency and process optimization initiatives. Our cross-functional Environmental Task

Scope 1 and 2 GHG emissions (MTCO<sub>2</sub>e)<sup>1</sup>



Scope 3 emissions categories



Force, created in 2022, oversees our emissions reduction strategy, including setting internal annual targets, tracking projects and training and educating associates.

More than 40 projects implemented across our manufacturing sites and distribution centers contributed to the reductions, including 20 completed in 2023. These included infrastructure improvements and energy efficiency initiatives, such as HVAC upgrades, steam system upgrades and relocating operations to more efficient facilities. In addition, we furthered efforts to incorporate renewable energy into our GHG emissions reduction strategy. These efforts helped us to reduce our 2023 Scope 1 and 2 GHG emissions by 2,819 MT CO<sub>2</sub>e, a 4.9% decrease from 2022.

16.7%  
Total Scope 1 and 2 GHG  
reduction since 2019<sup>1</sup>

<sup>1</sup> Data reported in metric tons of CO<sub>2</sub> equivalents representing 61 sites globally.

<sup>2</sup> From 2019-2022 Scope 2 data shown was location based; starting in 2023, Scope 2 data is market based.

<sup>3</sup> Includes capital goods, employee commuting, fuel & energy-related activities and business travel.

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix



Let the Sun Shine

Avantor continued to transition away from fossil fuel energy sources in 2023, with solar panel installation projects at eight of our manufacturing and distribution centers across the globe. We completed the installation of a solar energy system at our newly expanded manufacturing and distribution hub in Singapore, while work continues at our facilities in Bridgeport and Phillipsburg, NJ; Henrietta, NY; Visalia, CA; Briare, France; Örebro, Sweden; and Panoli, India.

These solar projects, along with upcoming installations in Devens, MA, and Carpinteria, CA, are expected to reduce our GHG emissions by roughly 4,000 MT CO<sub>2</sub>e annually. As an example, the new solar array at our Singapore hub consists of 1,264 panels, which will provide an estimated 1,034,457 kWh of power annually, meeting more than 20% of the facility's power needs. This array alone will help to reduce our carbon footprint by 422 tons of CO<sub>2</sub> emissions per year, the equivalent of planting 5,411 trees, according to the Energy Market Authority (EMA).

The installation of these systems, along with other renewable energy solutions to support Avantor's power needs, will help us contribute to the global effort to mitigate the climate crisis and improve local air quality in the communities where we work.

Setting science-based  
emissions targets

As a result of our progress, in 2023 we established new science-based targets for 2030 and submitted them for review and validation by the Science Based Target initiative. In alignment with the latest climate science, we committed to reduce our absolute Scope 1 and 2 emissions by 50% and our absolute Scope 3 emissions by 25% from a 2020 baseline. We will achieve these targets by continuing to implement infrastructure improvement, energy efficiency and renewable energy projects and engaging with our suppliers and customers on their GHG emissions reduction efforts. We will report our progress to the relevant third-party organizations and in future reports.

"The solar project is not just about numbers; it's about responsibility. At Avantor, we're committed to environmental stewardship, and our latest solar project in Singapore is a testament to that commitment—it's a tangible expression of our pledge to shape a sustainable future for generations to come."

Christophe Couturier,  
Executive Vice President, AMEA





Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

<sup>1</sup> Data reported in metric tons  
representing 35 sites globally in 2023.



Improved Packaging, Reduced Waste

We remain committed to reducing packaging waste across the Avantor brand portfolio, and we continued to make progress in this area in 2023.

Our Masterflex® brand continued to phase out the use of foam in its packaging. Since 2021, when the latest versions of our Masterflex® pumps were released, foam inserts have been replaced with carton board. The new carton board packaging is Forest Stewardship Council (FSC) certified and contains 35% recycled content.

The phaseout has reduced the amount of foam used to package and ship Masterflex® pumps each year by more than half, from 2,310 gallons in 2021 to 1,045 gallons in 2023.

Meanwhile, we have improved the packaging for our NuSil® products, optimizing the material and labor used in the packaging process. This initiative will save an estimated 9,000 pounds of carton board, 34,700 “inspected by” paper labels and 17,350 paper package tracking sheets annually.

The improved NuSil® packaging was developed in-house using Avantor Business System’s Kaizen approach, which aims to eliminate waste, improve productivity and achieve continual improvement in targeted activities and processes.

Water reduction and reuse

We recognize our responsibility to carefully manage water usage, particularly in areas of high water stress. Currently, at least 50% of the world’s population, some four billion people, live under conditions of high water stress for at least one month of the year, according to new data from the [WRI’s Aqueduct Water Risk Atlas](#). An area faces high stress when it uses 40% or more of the available water supply and extreme stress when it uses at least 80% of its water supply.

To help address this global challenge, we launched a multi-year water management strategy in 2022, beginning by identifying 22 Avantor sites in areas with high water stress. In 2023, we analyzed our water usage at each of these sites, established a baseline and identified potential areas for reductions.

Several of these facilities have already taken measures to reduce water consumption, contributing to a decrease in water usage across most of our sites in 2023. The reductions were driven by targeted efforts, such as replacing or repairing steam traps to reduce the amount of water lost to the atmosphere. Despite these decreases, our aggregate water use in 2023 increased 12% over the prior year. This was due to increased water consumption at our Phillipsburg facility, for the second year in a row. To address this issue, we continue to assess the facility’s water usage and develop continuous improvement plans, beginning with upgrades to the plant’s steam heating system. In 2023, Avantor implemented several infrastructure enhancements at the Phillipsburg site, including improvements to the facility’s steam heating and condensate systems. By repairing or replacing leaking pipes and steam traps and improving the waste heat recovery system, we reduced the plant’s energy losses and improved water efficiency. We will continue to evaluate additional actions we can take at Phillipsburg and other facilities to impact our water management.

53.1%  
Landfill Diversion Rate for 2023<sup>1</sup>

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Landfill diversion and waste management

We continue to reduce the amount of waste sent to landfills by optimizing Avantor's production processes and reuse and recycling capabilities. Globally, our facilities have established—and closely monitor and measure—procedures for minimizing waste generation, reusing and recycling materials and meeting local waste management requirements.

Waste reduction efforts in 2023 focused on decreasing the amount of hazardous waste—defined as flammable, corrosive, reactive or toxic waste—sent to landfills. For Avantor, potential sources of hazardous waste include expired chemicals, overproduction during the manufacturing process and materials that do not meet specifications.

By minimizing the amount of hazardous waste generated and exploring opportunities to reuse the remaining hazardous waste, the facilities we monitored in 2023 reduced hazardous waste disposal by approximately 50% for the final nine months of the year, compared to the combined averages for the full years 2021 and 2022.

Our total waste diversion-from-landfill rate across our operations was 53.1% in 2023, a slight decrease from our 2022 rate of 54.5%.<sup>1</sup>

Reducing product end-of-life impacts

The best ideas come from collaboration, which is why Avantor works closely with customers to reduce the waste generated at the end of our products' life cycles and to identify recycling opportunities. The programs we offer customers include complete waste collection, shipment and recycling solutions covering a wide range of difficult-to-recycle products used in lab and production settings, which are not typically collected through municipal recycling programs. These include disposable personal protection equipment and single-use laboratory consumables, such as garments, gloves, safety glasses, pipette tip boxes, glassware and more. In 2023, we recycled 386 metric tons of waste using these programs.

386

Total Customer Waste Diverted in 2023 (metric tons)

<sup>1</sup> Data reported in metric tons representing 35 sites globally in 2023.



Reducing Waste through Automation

At our distribution centers in Bruchsal, Germany, Lutterworth, U.K. and Örebro, Sweden, automation technology is helping Avantor reduce waste, enhance performance and improve ergonomics and associate safety.

Avantor has invested in cutting-edge technology and automation to streamline processes, such as the robot-operated storage solution **AutoStore**, which helps consolidate storage and reduce packaging needs. The funding in AutoStore at each site will deliver a rapid return on our investment. We've also incorporated Artificial Intelligence (AI) into warehouse operations, including a scan-to-pallet process that reads data from barcodes on pallets to help improve accuracy and productivity. These technologies are also being installed at several sites in the U.S. in 2024, and will continue to roll out at key sites across the globe.

Our new, state-of-the-art facility in Örebro is located to better serve the Nordic region and support Sweden's growing life sciences industry. The 103,000-square-foot warehouse provides general storage space and offers features that support our customers' specific needs, such as space to store hazardous materials safely. In alignment with Swedish sustainability building initiatives, the Örebro warehouse has earned a Silver Level Certification from the Sweden Green Building Council, the country's leading organization for sustainable community building.



# Creating a sustainable future with smart solutions

As part of our relentless effort to advance life-changing science, Avantor has a responsibility to provide innovative and sustainable products and solutions that drive breakthroughs and benefit both people and the planet. This commitment is at the core of our Science for Goodness strategy.

## Expanded offerings, new possibilities

At Avantor, we create solutions to meet customers' needs by focusing on innovation and new product development. As a result, in 2023 we expanded our bioproduction offerings, enhanced our proprietary lab research products and enabled our customers to leverage custom cGMP products throughout their development cycles—from early-stage research to scale-up and commercialization. We also broadened our proprietary and third-party product offerings to better support our customers' expanding biologics platforms, including monoclonal antibodies, cell and gene therapy and mRNA.

Specifically, we launched multiple products under our J.T.Baker®, Masterflex® and NuSil® product lines to support customer applications. We introduced an enhanced Inventory Manager digital solution, integrating Electronic Lab Notebook and Smart Shelf platforms, which leverage AI and automation to streamline lab procurement. We also accelerated new product introductions from supplier partners that are highly relevant to biologic platforms.

In addition to these achievements, we created the Avantor Scientific Advisory Board, which will guide our research and development efforts.

## Offering environmentally preferable products

Developing and delivering environmentally sustainable product solutions to Avantor's customers is crucial to our sustainability efforts. In 2023, we established a Product Sustainability Task Force to empower our R&D teams to consider sustainability during new product development. Consisting of Global R&D experts from Avantor's various brands, the task force will identify key opportunities to incorporate sustainable design criteria into product planning and development and establish measures to track progress.

Further, our Environmentally Preferable Products (EPP) program helps our customers make informed, sustainable purchasing decisions by highlighting products that have achieved a reputable third-party or government sustainability certification in at least one EPP attribute category. These 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 the product as a more sustainable alternative to other options. EPPs are searchable on Avantor's [sales site](#), where they are identified by our EPP Green Leaf icon.

## Our innovation centers

Avantor's 13 Innovation Centers are technology-driven research and collaboration sites where our experts work closely with customers to solve science's most difficult challenges. Driving both incremental and breakthrough innovations, work at the centers in 2023 involved projects that reengineered packaging to minimize waste, improved efficiency in customer processes and developed biodegradable alternatives.





Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

<sup>1</sup> Triton™X-100 is a registered trademark of Dow Chemical Company.



Supporting Biodegradable Solutions for Our Customers

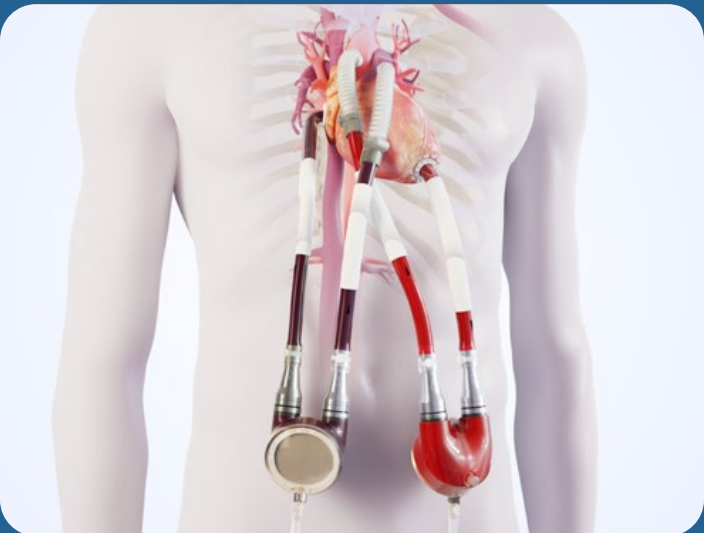
As first noted in last year’s report, Avantor’s R&D team has developed a regulatory-compliant, environmentally sustainable alternative to Octoxynol-9, commonly referred to by its brand name, Triton™X-100<sup>1</sup>, in response to industry demand. Following this successful development, in 2023, we prepared to begin commercial production of two new products.

Avantor’s new J.T.Baker® Viral Inactivation Solution launched commercially in December 2023, and our new J.T.Baker® Cell Lysis Solution will launch in 2024. These products offer structural and functional similarities to Octoxynol-9 while being biodegradable, optimized for bioprocessing and non-toxic to aquatic life.

Our efforts to develop alternatives to Octoxynol-9 came in response to new information regarding the European Chemical Agency’s decision to place Octoxynol-9 on the Substances of Very High Concern (SVHC) list due to the chemical’s negative impact on aquatic life. Upon receiving this information, Avantor’s R&D scientists set to work to eliminate Octoxynol-9 from our product offerings.

The biopharmaceutical industry uses Octoxynol-9 in protein extraction and viral inactivation processes; however, given changing regulatory and sustainability concerns, the industry has been proactively seeking replacements. The European Union plans to restrict use of the chemical by 2030.

Creating more sustainable and highly effective solutions for our customers reaffirms our dedication to innovation and environmental sustainability. It also helps us meet our own Science for Goodness commitments while helping our customers fulfill their commitments to sustainability and comply with increasingly stringent regulatory standards.



High Performance NuSil® Silicon Supports Heart Saving Innovation

Avantor works side by side with customers to make life-changing possibilities a reality. In partnership with Berlin Heart, NuSil® developed a high-purity, implant-grade silicone material that works as a coating in the cannula (tubes inserted into the body for delivery or removal of fluid) of the Berlin Heart EXCOR® Ventricular Assist Device (VAD).

The Berlin Heart EXCOR® VAD is a mechanical, external, pulsatile heart support system for adults and children suffering life-threatening heart failure. The system provides short- to long-term support of heart function while patients await transplant or recover from surgery.

NuSil® delivered a custom biocompatible material to Berlin Heart that enables the EXCOR® VAD system’s precision performance in a highly sensitive environment and under critical conditions. This material offers necessary mechanical strength and abrasion resistance and stands up to high cycle fatigue, supporting patients through variable transplant and recovery wait times.

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix



# Community & Engagement

Avantor's philanthropic initiatives generate positive, enduring impact on the planet, society and the communities where we live and work. We empower our associates to support organizations around the world that bring our mission to life.

IN THIS SECTION

Taking action to build a better world	32
Avantor Foundation	33
Enabling employee giving	35



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Community Engagement

Taking action to build  
a better world

As a global leader in life sciences, our Community Engagement efforts focus on increasing STEM (Science, Technology, Engineering and Math) education programs for underserved high school students, providing equitable access to quality healthcare and demonstrating environmental stewardship where Avantor has a presence.

GOALS



Expand STEM education programs  
for underserved high school students



Support a healthier society by  
addressing inequities and  
improving health outcomes



Increase associate volunteering

IMPACT AT A GLANCE

9,880+  
volunteer hours logged  
by Avantor associates<sup>1</sup>

\$1.2M+  
in Avantor Foundation grants

18,925+  
people provided healthcare  
services through Avantor  
Foundation grants

550+  
underserved high school  
students provided STEM  
education through Avantor  
Foundation grants

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

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix



# Avantor Foundation

Our Avantor Foundation, the philanthropic branch of Avantor, Inc., partners with organizations across the globe that share our goal of ensuring equitable access to quality healthcare and STEM education for underserved communities in which Avantor has a presence. Since the Foundation's inception in 2009, it has donated more than \$8 million, including \$1.2 million in 2023, to 15 nonprofit partners. We also actively seek volunteer opportunities for Avantor associates with these grantees, fostering deeper and more meaningful partnerships.

## Cultivating the Next Generation of Scientists

With the help of an Avantor Foundation grant, Emory University's Department of Human Genetics offered a six-week summer research internship to Atlanta high school students in 2023. In addition to general program support, the Foundation funded stipends for 12 participants.

Targeting Atlanta-based tenth and eleventh graders from historically underrepresented ethnicities in science, the STEM-based program included class lectures on genetics, guest speakers, information on college and career readiness, hands-on research experience and field trips to Fernbank Museum, CDC Museum and Microsoft. Each student was mentored by a School of Medicine faculty member and was required to complete a project, which was shared at a symposium during the last week of the program.



### PROGRAM STATISTICS

21 students from historically underrepresented ethnicities participated

100% of the students became more aware of STEM careers

100% of the students became more interested in STEM careers

100% of the students became more interested in studying STEM

100% of the students became more knowledgeable about STEM subjects

Avantor associates volunteered by providing a resumé-building session and hosting mock interviews to prepare the students for future interviews



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Providing Crucial  
Care for Singapore's  
Migrant Workers



In Singapore, an Avantor Foundation grant funded the development and rollout of a program providing medical care for migrant workers with chronic diseases. The program is managed by HealthServe, a nonprofit dedicated to providing healthcare, counseling, casework and other services to the country's migrant workers.

Staffed by a nurse experienced in chronic disease, the new case management program provided crucial care to more than 150 migrants in 2023, many of whom may not have otherwise received treatment. Migrant workers often have serious chronic illnesses—such as diabetes and hypertension—but are reluctant to seek help from their employers for fear of losing their work visas and being sent home.

The program also sponsored Health Carnivals, which provided healthcare education and checkups to more than 1,300 migrant workers.

GRANT IMPACT

**152 patients were enrolled into HealthServe's nurse-led Chronic Disease Management program, 40 of which were high-touch case management patients (either on insulin or HbA1c >10%)**

**Of patients with diabetes, 52% showed an improved HbA1c level**

**There was a 10% reduction in blood pressure**

**Over 1,300 workers received health education at 11 outreach Health Carnivals**

**Avantor associates volunteered at HealthServe's Health Carnivals**

Closing  
the STEM  
Gender Gap



In partnership with the Avantor Foundation, Greenlight for Girls (g4g) designed and hosted three one-day STEM Exploratoria events for high school girls from underserved communities in Europe. With the goal of "Designing the Lab of the Future," the events aimed to inspire young women to see themselves in STEM professions and have fun exploring concepts of sustainability, healthcare and innovation in a hackathon-inspired environment.

Participants, girls 15–18, also learned from Avantor associate volunteers who shared their experiences working in the world of science.

With a mission of closing the gender gap in long-term STEM careers, g4g engages female students at the local level in the hopes of influencing their perception of STEM and what it means to be a woman in these fields. The nonprofit connects girls to role models in STEM and leads hands-on activities that build girls' skills so they feel inspired to see all of their future possibilities.

GRANT IMPACT

**130 high school girls participated in three STEM Exploratoria events in Belgium, France and Spain; another 94 participated virtually during the 2022–23 academic year**

**On average, 91% felt more inspired to see themselves in STEM fields**

**On average, 88% were more likely to consider studies or a career in STEM**

**Avantor associates volunteered across the three events**

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix



# Enabling employee giving

Our Giving Goodness portal provides easy access to community engagement programs, further enabling our associates to have a positive impact on their communities. Through the portal, associates can submit eligible financial donations for a dollar-for-dollar match, submit volunteer time for a financial match through the Dollars for Doers program and search and register for volunteer opportunities.

Launched in the fourth quarter of 2022, the portal system allows us to track associate participation and impact, with 2023 serving as a baseline year for programming. In 2024, we will continue to build awareness about the portal with the goal of increasing global participation in these programs.

## Associate volunteering

In 2023, Avantor launched our Volunteer Time Off (VTO) program in the U.S., which offers eligible associates up to eight hours of paid volunteer time off per year. Collectively across our volunteering programs, Avantor’s associates spent more than 9,880 hours volunteering with worthy organizations around the globe in 2023. These hours include corporate-sponsored events, all personal volunteer hours submitted for our Dollars for Doers matching and VTO hours.

Recognizing that Avantor’s Regional Sales Conferences provide an opportunity to connect and collaborate, we hosted a volunteer event at each of our regional meetings to benefit a nonprofit organization in that part of the world. In the Americas, Avantor associates and suppliers joined forces to create Hydroponic Garden kits for Lancaster Elementary School in Orlando, FL. In Europe, associates and suppliers created 1,000 disaster relief packs to support Disaster Aid Europe, a nonprofit that provides humanitarian aid to communities hit by natural disasters. At our AMEA Sales Conference, team members assembled 500 toiletry kits for Childline Foundation Thailand, an organization focused on improving the quality of life for children.

Additionally, Avantor associates in our Services organization in Boston came together to help members of their community on Juneteenth. Twenty associates created 400 toiletry kits for Solutions at Work, a nonprofit serving low-income and homeless populations in the Greater Boston area, which distributed the kits to the local community.

We are proud of our associates’ dedication to supporting our communities. Their enthusiastic participation in our volunteer programs and the tremendous impact they had in 2023 has inspired us to step up our efforts. In 2024, we aim to increase our annual associate volunteer hours to 15,000.

### ASSOCIATE TESTIMONIALS

“In my day job, my work at Avantor is forward-looking. It could be years before any potential impact is felt. I volunteer at a local community food pantry and the impact is immediate—people show up hungry and leave with food. It is very emotionally rewarding and great that Avantor offers programs to support my volunteering efforts and our community.”

Susan Feltman, Contract Management Specialist, Americas

“I feel proud to be associated with an organization that provides opportunities to give back in the communities where we operate. Avantor organized Daan Utsav, the Joy of Giving week, at various sites across India to provide support for disaster relief, humanitarian aid and community development across 23 India states. During the event, associates participated with full enthusiasm and love for society.”

Inderjit Singh Saini, Manager, Human Resources, AMEA

<sup>1</sup> Represents associate giving, Avantor Foundation financial match and Avantor Foundation Dollars for Doers match.

54

volunteer events across  
9 countries in 2023

\$220K+

collectively donated through  
Giving Goodness programs<sup>1</sup>

450+

charities supported



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Giving Goodness Passport

At our Radnor, PA, headquarters, we hosted a “Giving Goodness Passport” event, where associates were invited to travel the world of giving with the Avantor Executive Leadership Team. Participants earned stamps for their Avantor passport by writing letters of hope and encouragement for Operation Gratitude, creating STEM kits for Girls Inc. of Greater Philadelphia and Southern New Jersey, donating items to Dress for Success and the American Cancer Society’s Hope Lodge, setting a personal giving goal and learning more about our community engagement programs.

First annual month of giving

Avantor and the Avantor Foundation held our first Month of Giving in November 2023, which focused on giving back to the communities where we live and work.

With the help of our Engagement Committees and ACTs, we hosted 14 events across our three regions. In addition, the Avantor Foundation marked November as Double Dollar Days for the financial matching program, so any eligible donation made in November and logged in to the Giving Goodness portal received a two-for-one match. Together we volunteered more than 1,000 hours and donated over \$100,000 to charitable organizations around the world, surpassing the goals we set for the month. Our combined giving and volunteer efforts made a difference to more than 200 unique organizations.



ASSOCIATE TESTIMONIAL

“Science is in Avantor’s DNA, so what could be more appropriate than holding a workshop for Greenlight for Girls. I was grateful to observe the sparkle in the eyes of these young girls with each newfound discovery; it was genuinely fantastic. Avantor’s involvement in this event exemplifies the positive impact companies can make by actively supporting initiatives that promote diversity in science and technology education.”

Isabel Silva, Marketing Communications Specialist, Europe

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

A photograph of a man with dark hair, wearing a blue blazer over a light-colored button-down shirt, smiling at the camera. He is sitting at a desk with a laptop in front of him. The background is slightly blurred, showing an office setting.

# Governance & Integrity

As a global industry leader, Avantor is committed to strong corporate governance, which we believe plays a crucial role in the success of our business and in advancing our Science for Goodness sustainability strategy.

IN THIS SECTION

Sustainability oversight and management	38
Instilling Science for Goodness	39
Promoting ethics and integrity	40
Responsible supply chain management	41
Risk management and regulatory compliance	42
Product safety and compliance policies	44



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Governance & Integrity

# Sustainability oversight and management

AVANTOR SUSTAINABILITY STRUCTURE

Board of  
Directors



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

Executive  
Leadership Team



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

Sustainability  
Committee



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

Task Forces



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

All Associates



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

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

# Instilling Science for Goodness

Avantor practices responsible corporate governance by establishing and adhering to best practices, proactively identifying opportunities for process improvements and developing strong partnerships, both internally and externally. This commitment encompasses conducting business in full compliance with all applicable laws and regulations, maintaining a high degree of internal conduct and communication standards, notably through our [Code of Ethics and Conduct](#) and other internal policies, and engaging with our supplier partners around the world to ensure they adhere to our high standards.

Our Company’s mission to set science in motion to create a better world is significantly influenced by our senior leadership and their dedication to ethical corporate governance. Our Board of Directors and its committees play a crucial role in guiding Avantor’s governance policies and practices and ensuring that we operate in full compliance with all relevant laws and regulations. They also ensure we effectively communicate our standards for ethical behavior to all associates.

## Driving strong corporate governance

### Our Board of Directors

In 2023, Avantor’s Board was composed of 10 members, including nine independent Directors and the Company’s President and Chief Executive Officer. Our Independent Chairman, Mr. Jonathan Peacock, leads the Board, bringing significant industry knowledge and experience, as well as a deep understanding of Avantor’s strategic objectives. He upholds the importance of the Board’s objectivity and independence as it oversees Avantor’s strategy and risk management, including key ESG matters.

Avantor’s commitment to diversity begins with the Board itself. Our Directors bring a broad range of expertise, experience and perspectives, all of which help to guide the Company’s strategy and sustainability initiatives. Avantor believes a broad range of viewpoints supports a more effective decision-making process, and we aim for Board representation that is diverse in gender, racial and ethnic identity, age and experience. As part of the Board



member search process, the Board’s Nominating and Governance Committee actively seeks individuals from a broad range of backgrounds and works to ensure that women and racially and ethnically diverse candidates are presented for consideration, per our Corporate Governance Guidelines.

Avantor’s Corporate Governance Guidelines provide the framework for our governance practices. The guidelines outline the Board’s operating principles, as well as the composition and working processes of the Board and its committees. More information on Avantor’s Board and Corporate Governance Guidelines can be found in our Proxy Statement and the Investor Relations section of our website.

### Board committees and their responsibilities

Given 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 three standing committees—Audit and Finance; Compensation and Human Resources; and Nominating and Governance—which are composed entirely of independent directors.

#### Audit and Finance

The Audit and Finance Committee helps fulfill the Board’s risk oversight responsibilities by regularly reviewing our accounting, reporting and financial practices. This includes the integrity of our financial statements, the surveillance of our administrative and financial controls, our compliance with legal and regulatory

requirements, our cybersecurity risk framework and threat assessment readiness and our Enterprise Risk Management (ERM) program. In terms of sustainability matters, the Committee oversees ethics and compliance, product quality and safety, and data privacy and security.

#### Compensation and Human Resources

The Compensation and Human Resources Committee assists the Board by overseeing and evaluating risks related to Avantor’s talent, culture, compensation practices and regulatory compliance with respect to compensation matters. The Committee’s oversight responsibilities include compensation structure and programs; CEO succession planning; recruitment, development and retention of management and associates; workplace DEI&B initiatives and progress; and associate relations and workplace culture.

#### Nominating and Governance

The Nominating and Governance Committee assists the Board by overseeing its governing processes, organization, membership and structure. It also leads the succession planning for the Board of Directors, including director recruiting and director education discussions. The Committee has primary oversight for sustainability and corporate responsibility matters and reports regularly on such matters to the full Board.

### Executive leadership and ESG

Avantor’s CEO and Executive Leadership Team provide direction and guidance on ESG matters. Day-to-day responsibility for





Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

oversight of ESG and Avantor’s Sustainability Program resides with our Sustainability Committee—a cross-functional committee of senior leaders that provides comprehensive guidance and support on ESG topics. The Sustainability Committee is supported by dedicated, issue-specific Task Forces comprised of relevant functional leaders and subject matter experts focused on advancing progress toward our sustainability goals. The Committee also works closely with our Senior Director of Enterprise Risk Management (ERM), who integrates sustainability into our strategic planning, risk management and reporting. Additionally, our Global Head of Sustainability and Senior Vice President, Global Communications and Brand lead and coordinate Avantor’s Science for Goodness initiatives and regularly engage with the Board’s Nominating and Governance Committee.

The Global Head of Sustainability’s responsibilities include:

- 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 ESG data.

Stockholder rights

Avantor’s Board is dedicated to implementing best-in-class corporate governance practices. We have adopted robust stockholder rights that promote engagement and underscore our commitment to Director accountability. These include:

- A majority voting standard in uncontested director elections, along with a resignation policy for incumbent directors who do not receive the required amount of support
- Proxy access for stockholders who meet reasonable ownership criteria
- Provisions allowing stockholders holding 20% or more of our common stock to call special meetings under specific circumstances.

The Nominating and Governance Committee continually monitors practices, evaluates structures to meet stockholder expectations and presents proposed changes to the Board for approval.

Executive compensation

Our executive compensation program aims to attract highly skilled executives and promote long-term retention. This is achieved through our pay-for-performance philosophy, which

ties executive compensation to the Company’s performance. To further advance our sustainability strategy, our executive compensation plan includes performance metrics linked to Avantor’s sustainability goals. Measurable objectives related to leadership diversity and GHG emissions are included in the annual incentive-based compensation. More details can be found in our 2024 Proxy Statement.

The Sustainability Committee is supported by dedicated, issue-specific Task Forces comprised of relevant functional leaders and subject matter experts focused on advancing progress toward our sustainability goals.

Promoting ethics and integrity

Avantor upholds high ethical standards across our operations and our value chain. Our Code of Ethics and Conduct guides our internal conduct and communication standards, while our Responsible Supplier Code of Conduct outlines our ethical and sustainability expectations for the suppliers, contractors and nongovernmental organizations we work with.

Code of Ethics and Conduct

Our Code of Ethics and Conduct applies to all Avantor Directors, Officers and Associates, including our President and Chief Executive Officer, Chief Financial Officer, Chief Accounting Officer and other executive leadership. The Code sets forth policies and expectations on a number of topics, including conflicts of interest, compliance with laws, use of Company assets and general business practices.

The Code is translated into 15 different languages to ensure our associates throughout the world understand and embrace our values. Each year, associates are required to participate in our Code of Ethics and Conduct training and acknowledge that they have received, read and will uphold these standards. After enhancing our required ethics and conduct training in 2022, we saw a 97% training completion rate in 2023 for existing associates. Beginning January 1, 2023, all new hires are trained on our Code as part of our updated onboarding process. Through this alignment, we ensure that all Avantor associates understand their role in upholding the highest ethical standards and conducting themselves with the utmost integrity.

Ethics helpline

As part of our commitment to maintaining high ethical standards, we collaborate with an independent service provider to operate our Ethics Helpline. This allows concerns to be reported anonymously, 24/7, 365 days a year, from anywhere in the world. We encourage all associates and anyone conducting business on behalf of Avantor to operate ethically, in compliance with the law, and in alignment with our Code of Ethics and Conduct. In 2022, we expanded helpline access to our suppliers, offering hard-to-reach workers the opportunity to raise concerns and report any violations of our policies.

We encourage the use of the helpline and other internal avenues to report concerns while maintaining anonymity. Helpline resources are available in the local language of each region where we operate. All reports are received and managed by Avantor’s internal compliance team. The Board’s Audit and Finance Committee reviews helpline reports semi-annually, while substantiated allegations and other significant matters may be escalated to the Committee immediately.

Anti-corruption policies

We maintain a strict policy against bribery and corruption for the purpose of obtaining or retaining business. We are committed to complying with the United States Foreign Corrupt Practices Act (FCPA) and the anti-corruption and anti-bribery laws of all countries in which we operate. Our policies and the FCPA prohibit individuals and covered entities from making, promising, offering or authorizing payments or gifts to a foreign government official for the purpose of influencing an act or decision of the foreign official in his or her official capacity in order to assist in obtaining or retaining business.

We and our associates are also obligated to maintain accurate books records, and accounts, which fairly reflect transactions and dispositions of assets.

Exceptions to our policies may be allowed only with prior written approval from the Legal Department, ensuring strict adherence to local laws and our anti-corruption policies. Actions prohibited by our anti-corruption policy are also prohibited if taken indirectly through third-party representatives. Therefore, we expect our associates to conduct meaningful due diligence on third-party representatives, such as agents, dealers and other business partners, to ensure they do not violate our policies or the FCPA, local anti-bribery or anti-corruption laws on our behalf.

# Responsible supply chain management

Avantor recognizes we cannot achieve our long-term sustainability goals without the support of our suppliers. To better ensure we partner with suppliers who share our values and our commitment to Science for Goodness, Avantor developed our Responsible Supplier Program, which, after a pilot in 2022, officially launched in June 2023. This exciting new program aims to improve supplier performance across four priority sustainable sourcing topics: climate change, human rights, nature conservation and resource circularity<sup>1</sup>. Building on our strong supplier relationships, some of which have been in place for more than 20 years, Avantor enrolled more than 340 suppliers, representing 45% of our supplier spend, into the program in 2023.

The Responsible Supplier Program’s objectives are tied to three activation pillars: performance, collaboration and recognition. In 2023, the primary objectives for each pillar were:

- **Performance:** Start building practices to monitor supplier performance
- **Collaboration:** Continue collaborating with industry peers on our nature priorities
- **Recognition:** Launch the Responsible Supplier Program Awards



To measure improvement in our suppliers’ sustainability performance over time, we developed four key performance indicators (KPIs) across our sustainability priorities. In year one of the Responsible Supplier Program, Avantor used the data we collected from our suppliers to understand performance gaps and identify how to help suppliers close these gaps. The four KPIs are:

- **Short-term emissions targets validated by the SBTi**
- **Adherence to the UN Guiding Principles Reporting Framework**
- **Environmental targets in place**
- **An industry average or better EcoVadis score for priority suppliers**

Avantor aims to increase participation in the Responsible Supplier Program in 2024 and to update our key performance indicators now that our baseline has been established. More information on Avantor’s Responsible Supplier Program can be found in the program’s [End of Year report](#). For more information on our Responsible Supplier Program, including relevant policies and statements, please visit our [website](#).

## Nature Steward Alliance

Avantor continues to support the Nature Steward Alliance, established by five life sciences companies, including Avantor, with the aim of improving nature acumen and enabling nature conservation in the supply chain. In 2023, the Nature Steward Alliance and the Nature and Biodiversity Peer Group joined forces to help companies navigate and coordinate the growing wave of nature-related efforts. Moving forward, this collaboration will enhance the ability of the members to increase education and sustainable improvements across the supply chain.

“The Responsible Supplier Program is a really important element of our sustainability strategy. Last year, nearly half of our suppliers by spend signed up for it and we have a higher target this year reflecting how important it is for our suppliers to provide sustainability.”

For more on how we’re reducing emissions throughout our operations and supply chain, listen to our interview with Randy Stone, Executive Vice President, Laboratory Solutions



<sup>1</sup> The program initially launched with six topic areas. To streamline supplier engagement, we have since combined water and deforestation under nature conservation and responsible packaging and waste under resource circularity.



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix



Partnering to Enhance  
Responsible Sourcing

Avantor partnered with one of our customers in 2023 to drive sustainable improvements and innovations across our shared glove supply chain. We piloted a new supply chain transparency tool and, in collaboration with our customer, selected 149 priority suppliers for inclusion in the platform's database. This tool allowed us to proactively identify risks associated with 37 of our suppliers. We are now incorporating these findings into our overall monitoring practices in the Responsible Supplier Program and are continuing to work on other initiatives with our customers in 2024.

Human rights and 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. Despite operating in various countries with different laws and practices, we will not engage in business with any individual or company that we know exploits child, forced, indentured or slave labor and we will continue to take steps to improve transparency in our value chain.

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

Conflict minerals

Avantor is committed to sourcing minerals—specifically tin, tantalum, tungsten and gold—from suppliers who share our values and uphold practices that do not contribute to armed conflict or human rights abuses. We depend on our suppliers to disclose the origin of these minerals in the components, raw materials and products they supply to us, including those sourced from sub-tier suppliers. In line with the Organization for Economic Co-operation and Development (OECD) guidelines, Avantor follows a five-step process for [conflict mineral](#) due diligence. This process includes requesting that suppliers utilize the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template to identify the metal smelters or refiners and their respective countries of origin. Our tracking system monitors supplier responses and due diligence progress, enhancing transparency in our supply chain.

Risk management  
and regulatory  
compliance

Avantor's 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 ESG 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.

ERM roles and responsibilities

Avantor's 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, 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.

ERM oversight

Our ERM process is overseen by our Board of Directors and the Board's Audit and Finance Committee. The Committee receives and approves regular reports on priority risks and mitigation plans to address those risks. It also approves updates to the ERM program's design and the Executive Leadership Team's overall approach and strategy concerning specific business risks and relative risk tolerance overall.

The Executive Leadership Team is charged with ensuring the ERM program remains operational by allocating resources to ensure it can address risks and regularly revise and update its strategic approach.



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Data and information security

We rely on sophisticated information systems to obtain, rapidly process, analyze and manage data in order to effectively operate our business. We are committed to protecting our business information, intellectual property, customer, supplier and associate data and information systems from cybersecurity risks and maintain an active cybersecurity risk management and strategy program, which is integrated in our ERM program.

We maintain enterprise-wide information security policies, processes and standards that set the requirements around 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 also perform formal risk assessment activities annually, aligned to the National Institute of Standards and Technology (NIST) 800-171 Cybersecurity Framework, as its program controls are designed to protect and maintain confidentiality, integrity and continued availability of our data and information systems.

Our team of information security professionals monitors our information systems for cybersecurity threats, breaches, intrusions and other weaknesses, responds to cybersecurity incidents, develops and implements plans to mitigate cybersecurity threats and facilitates training for our associates.

We also 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 seek to gain insights into emerging threats and vulnerabilities, industry trends and leading practices to

**Our team of information security professionals monitors our information systems for cybersecurity threats, breaches, intrusions and other weaknesses, responds to cybersecurity incidents, develops and implements plans to mitigate cybersecurity threats and facilitates training for our associates.**

inform our cybersecurity response, risk remediation and resilience capabilities, including by working with an external incident response team, receiving third-party threat intelligence, participating in incident tabletops and performing assessments and controls testing on our enterprise environment.

Our program includes procedures to oversee and identify cybersecurity risks and threats to our third-party service providers, which include evaluations performed by our team of information security professionals, review of independent assessment documentation and continuous monitoring of third-party independent posture scoring. We also include security and data protection provisions in our contractual arrangements with third-party service providers where applicable.

Additionally, we have purchased a cybersecurity risk insurance policy that would reduce the costs associated with a covered cybersecurity incident if it occurred. Although no cybersecurity incident during 2023 resulted in an interruption of our operations, known losses of critical data, or otherwise had a material impact on Avantor's strategy, financial condition or results of operations, the scope and impact of any future incident cannot be predicted. See "Item 1A. Risk Factors and Item 1C. Cybersecurity" in our most recent Annual Report on Form 10-K for more information on how material cybersecurity attacks may impact our business.

Data privacy

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

Regulatory management

Avantor is fully committed to complying with the regulatory requirements in every region in which we operate. Our Regulatory Affairs Department has expertise in a wide array of regulatory domains relevant to the life sciences. They routinely interact with regulatory organizations and authorities throughout the world and ensure Avantor complies with quality, performance and reliability regulations. Product quality is assured by our quality systems, beginning with an effective design protocol and continuing up the supply chain, from vendor qualification through product distribution.



Business continuity

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

Our Crisis Management program, implemented at key facilities globally, allows for resilience in operations in the event of a crisis or disaster. We believe in a predefined reaction and recovery framework to allow 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.

Continuous improvement training

The Avantor Business System (ABS) is more than just a set of tools—it is foundational to how we work, empowering our associates to make improvements at the local level. In 2023, more than 1,000 associates participated in ABS workshops and Kaizen events driving enhancements to business processes and ultimately stakeholder experience.



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

# Product safety and compliance policies

Across Avantor’s operations, our demonstrated commitment to excellence strengthens our ability to fulfill global standardization and quality assurance requirements, as well as ensures our compliance with both national and international laws and regulations.

Quality is the foundation for all of Avantor’s processes, programs, products and solutions. Our rigorous quality systems and standards guarantee product excellence, from our robust design protocol

through the entire value chain—quality forms the basis for the value we provide our customers each and every day.

Avantor’s management systems, manufacturing processes, services and documentation procedures are meticulously crafted to support our numerous certifications and regulatory approvals. We operate 19 Current Good Manufacturing Practice (cGMP) facilities. We also manage and maintain more than 791 master access files (MAF) and drug master files (DMF) registered with regulatory bodies worldwide, which facilitate the approval process for medical and pharmaceutical products. Underpinning our commitment to offering the highest level of quality and safety in our processes, we successfully completed our ISO certification audit cycle for our European Integrated Management System with only one non-conformance across the network. The audit’s scale included 33.5 days of onsite evaluation to complete our Integrated

Management System focusing on ISO 9001, ISO 14001 and ISO 45001. This triple recertification exemplifies our commitment to uphold industry best practices in quality, safety and environment.

Because Avantor serves industries subject to rigorous regulation, it is crucial our supply chain can be trusted by our customers and others. We conduct business in full compliance with relevant national and international laws and regulations, focusing on: Environment, Health, Safety, Security & Sustainability (EHSS&S); Product Information Compliance; Quality; and Regulatory Affairs.

In 2023, 2,215 Avantor associates completed more than 18,200 quality-related trainings. These curated courses help ensure Avantor retains our best-in-class culture of improvement and collaboration, allowing us to meet all customer requirements error free, on time, every time.

## Science for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

**Appendix**

# Appendix

## About this report

Thank you for your interest in Avantor's 2024 Science for Goodness Sustainability Report. We published this report to provide an overview of our Company's operations related to sustainability topics that are important to our business and our stakeholders. This report, including relevant data and disclosures, is for the calendar year starting on January 1, 2023 and ending on December 31, 2023, unless otherwise noted in specific sections or disclosures. We intend to continue to report annually on our sustainability progress.

We reference several sustainability reporting frameworks and standards to inform data and information disclosed in this report, including those outlined by the Sustainability Accounting Standards Board (SASB) and recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). A SASB index can be found on [page 49](#) and a TCFD index can be found on [page 54](#).

For the purposes of this report, the concept of materiality used is based on a definition 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). Issues that we identify as "material" from a sustainability perspective are not necessarily material to the Company under securities laws, rules and regulations in place at publication.

For additional information regarding this report and its contents, please visit our [website](#).

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.



# Data summary

## People and Culture Data

Associates by gender <sup>1</sup>	
Total associates	14,589
Female	45%
Male	55%

Associates by employment type, by gender <sup>1</sup>		
	Full Time	Part Time
Female	6,064	334
Male	7,643	125

Associates by region		
AMEA	2,620	18.0%
Americas	6,538	44.8%
Europe	5,431	37.2%

Racial / ethnic group representation of U.S. associates		
Asian	539	9%
Black or African American	714	12%
Ethnicity Not Specified or Other	15	0%
Hispanic or Latino	1,337	22%
Two or More Races	197	3%
White	3,125	52%

Women in management positions, by level <sup>1</sup>		
Position Level	Female	Male
Executive Leadership <sup>2</sup>	36%	64%
Leadership <sup>3</sup>	37%	63%
Individual contributor <sup>4</sup>	47%	53%

Racial / ethnic group representation of U.S. management, by level			
	Executive Leadership <sup>2</sup>	Leadership <sup>3</sup>	Individual Contributor <sup>4</sup>
Asian	7.5%	12.5%	8.7%
Black or African American	6.3%	5.0%	15.8%
Hispanic or Latino	8.8%	7.9%	29.7%
White	73.7%	70.5%	41.6%
Two or More Races	3.8%	3.6%	3.2%
Ethnicity not Specified / Other	0.0%	0.3%	0.1%

Total recordable incident rate (TRIR)			
2020	2021	2022	2023
0.50	0.45	0.40	0.43

<sup>1</sup> Associates choosing "Undeclared" were removed from the calculation for percentage.

<sup>2</sup> "Executive Leadership" is defined as VP and above.

<sup>3</sup> "Leadership" positions are defined as manager and above and positions that contain a supervisory organization or more than 1 direct report.

<sup>4</sup> "Individual Contributor" positions do not have a supervisory organization or direct reports.

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

<sup>1</sup> Data reported in metric tons of CO<sub>2</sub> equivalents representing 61 sites globally

<sup>2</sup> From 2019-2022 Scope 2 data shown was location-based. Starting in 2023, Scope 2 data is market-based.

<sup>3</sup> MWh per \$M USD Net Sales.

<sup>4</sup> MTCO<sub>2</sub>e per \$M USD Net Sales.

People and Culture Data (continued)

New hires by age and gender			
	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
Female	525	431	118
Male	533	631	155

New hires by age and region			
	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
AMEA	469	204	2
Americas	880	526	185
Europe	645	341	41

Turnover by level		
Position Level	Voluntary (%)	Involuntary (%)
Executive Leadership	10 (9%)	8 (7%)
Leadership	157 (9%)	62 (4%)
Individual contributor	1,744 (14%)	782 (6%)

The total rate of associate turnover in 2023 was 19%.

Turnover by age and gender			
	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
Female	384	546	268
Male	427	729	322

Turnover by age and region			
	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
AMEA	277	227	6
Americas	359	637	395
Europe	257	416	180

Innovation and Environment Data

Scope 1 and 2 GHG emissions (MTCO <sub>2</sub> e) <sup>1</sup>		
Year	Scope 1	Scope 2 <sup>2</sup>
2019	27,871	38,194
2020	25,969	35,916
2021	26,534	33,182
2022	25,340	32,507
2023	26,095	28,933

Energy use (in MWh)					
Year	Total Energy	Natural gas	Electricity	Diesel	Oil
2019	235,190	136,945	97,571	395	279
2020	220,507	127,779	92,219	337	172
2021	217,739	127,518	89,670	282	269
2022	211,262	121,769	88,958	227	308
2023	212,129	126,064	85,593	273	199

10% total reduction in energy use since 2019.

2023 Intensity metrics		
Metric	MWh per \$M-USD Net <sup>3</sup>	MWh per Associate
Energy Intensity	31.66	14.54
	MTCO <sub>2</sub> e per \$M-USD Net <sup>4</sup>	MTCO <sub>2</sub> e per Associate
Greenhouse gas emissions intensity	8.21	3.77



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Innovation and Environment Data (continued)

Waste generation, diversion, recycling and disposal (MT) <sup>1</sup>				
Year	Recycled	Waste to Energy	Landfilled	Total Waste Generated
2020	4,681	509	4,227	9,417
2021	4,880	349	5,454	10,683
2022	4,296	576	4,067	8,939
2023	4,481	423	4,329	9,232

Water withdrawal <sup>2</sup>	
2023	3,029 ML

<sup>1</sup> Data reported in metric tons, representing 35 sites globally.

<sup>2</sup> Data reported in million liters (1,000 m³) representing 41 sites globally.

<sup>3</sup> North American spend only.

Governance and Integrity Data

Board	
Total Members	10
Female Members	3
Male Members	7

Board diversity by age	
<40	0
40-49	0
50-59	7
60-69	3
70+	0

ISO certifications	
Region	ISO 9001
Americas	32
Europe	44
AMEA	10

Supplier diversity	
Total number of diverse suppliers	1,196
Diversity Spend as % of Total Spend <sup>3</sup>	11.7%

# SASB index

This index includes and references information related to the Sustainability Accounting Standards Board (SASB) Medical Equipment and Supplies Standard. Given the unique nature of our business, this index also includes topics and metrics from the SASB Standards applicable to the Biotechnology and Pharmaceuticals industry and the Chemicals industry that capture information relevant to our Company.

Code	Category	Unit of Measurement	Metric	Disclosure
Affordability and pricing				
HC-MS-240a.1	Quantitative	Ratio	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	Because of the nature of our business-to-business selling model and our diverse customer base, in which we have no single end customer comprising more than 5% of net sales, the ratio of weighted average rate of net price increases to the annual increase in the U.S. Consumer Price Index is not material or relevant to Avantor. <a href="#">2023 Form 10-K p. 3</a>
Product safety				
HC-MS-250a.1	Quantitative	Number	Number of recalls issued, total units recalled	There have been no (0) Avantor product recalls issued.
HC-MS-250a.2	Discussion and analysis	n/a	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.
HC-MS-250a.3	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.
HC-MS-250a.4	Quantitative	Number	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	There were no (0) FDA enforcement actions taken in response to violations of current cGMP in 2023.
Ethical marketing				
HC-MS-270a.1	Quantitative	Reporting currency	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	There have been no (0) monetary losses as a result of legal proceedings associated with false marketing claims.
HC-MS-270a.2	Discussion and analysis	n/a	Description of code of ethics governing promotion of off-label use of products	<a href="#">2024 Science for Goodness Report &gt; Product safety and compliance policies</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.





Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Code	Category	Unit of Measurement	Metric	Disclosure
Product design and lifecycle management				
HC-MS-410a.1	Discussion and analysis	n/a	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	<a href="#">2024 Science for Goodness Report &gt; Product safety and compliance policies</a> <a href="#">2024 Science for Goodness Report &gt; Offering Environmentally Preferable Products</a> <a href="#">Management of Change</a> <a href="#">Sustainable Product Innovation</a>
HC-MS-410a.2	Quantitative	Metric tons (t)	Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	386 MT <a href="#">2024 Science for Goodness Report &gt; Reducing Product End-of-Life Impacts</a> <a href="#">VWR Recycling and Waste Diversion Solutions</a>
Supply chain management				
HC-MS-430a.1	Quantitative	Percentage (%)	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Avantor maintains ISO certifications that ensure our management systems, manufacturing processes, services, and documentation procedures meet all requirements for global standardization and quality assurance. These certifications include ISO 9001, ISO 13485, FSSC 22000, and AS 9100. In addition to ISO certifications, many of Avantor's facilities operate in compliance with other relevant Quality System standards and regulations.  Avantor does not currently report the percentage of Tier 1 supplier facilities participating in third-party audit programs for manufacturing or product quality.  <a href="#">2024 Science for Goodness Report &gt; Product safety and compliance policies</a> <a href="#">The value of ISO certification at Avantor</a>
HC-MS-430a.2	Discussion and analysis	n/a	Description of efforts to maintain traceability within the distribution chain	Avantor tracks identifying information of a product throughout the various stage of manufacturing and distribution. We maintain traceability through accounting for product part numbers, serial numbers, and lot numbers.  <a href="#">Quality and compliance</a> <a href="#">2024 Science for Goodness Report &gt; Responsible supply chain management</a>



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Code	Category	Unit of Measurement	Metric	Disclosure
HC-MS-430a.3	Discussion and analysis	n/a	Description of the management of risks associated with the use of critical materials	<p>Avantor's Enterprise Risk Management (ERM) program provides a framework for identifying, prioritizing, and assigning ownership for mitigating or eliminating risks. This approach promotes constructive dialogue and helps to drive appropriate tracking, testing, planning, and target-setting across key risks, while also better preparing management and the Board to address emerging risks and opportunities.</p> <p>We maintain thorough business continuity plans to ensure a response and recovery framework can be quickly deployed following a disruption in our operations.</p> <p>Avantor relies on suppliers to provide information about the origin of critical materials contained in the components, raw materials, and products supplied, including sources of these materials that are supplied to them from sub-tier suppliers.</p> <p><a href="#">2024 Science for Goodness Report &gt; Product safety and compliance policies</a></p> <p><a href="#">2024 Science for Goodness Report &gt; Responsible supply chain management</a></p> <p><a href="#">Avantor Responsible Supplier Code of Conduct</a></p> <p><a href="#">Avantor Conflict Minerals Statement</a></p>
Business ethics				
HC-BP-510a.1	Quantitative	Reporting currency	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	<p>There have been no (0) monetary losses as a result of legal proceedings associated with bribery or corruption.</p> <p><a href="#">2023 Form 10-K p. F-35</a></p>
HC-BP-510a.2	Discussion and analysis	n/a	Description of code of ethics governing interactions with health care professionals	<p>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.</p> <p><a href="#">2024 Science for Goodness Report &gt; Promoting ethics and integrity</a></p> <p><a href="#">Code of Ethics and Conduct</a></p>

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Code	Category	Unit of Measurement	Metric	Disclosure															
Employee recruitment, development and retention																			
HC-BP-330a.1	Discussion and analysis	n/a	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	<a href="#">2024 Science for Goodness Report &gt; People and Culture &gt; Creating a culture of innovation and inclusivity</a> <a href="#">2024 Science for Goodness Report &gt; People and Culture &gt; Reaching Future Associates</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	<div>Total rate of associate turnover: 19.0%</div> <table><tr><th colspan="3">Turnover by level</th></tr><tr><th>Position Level</th><th>Voluntary (%)</th><th>Involuntary (%)</th></tr><tr><td>Executive Leadership</td><td>9%</td><td>7%</td></tr><tr><td>Leadership</td><td>9%</td><td>4%</td></tr><tr><td>Individual Contributor</td><td>14%</td><td>6%</td></tr></table>	Turnover by level			Position Level	Voluntary (%)	Involuntary (%)	Executive Leadership	9%	7%	Leadership	9%	4%	Individual Contributor	14%	6%
Turnover by level																			
Position Level	Voluntary (%)	Involuntary (%)																	
Executive Leadership	9%	7%																	
Leadership	9%	4%																	
Individual Contributor	14%	6%																	
Greenhouse gas emissions																			
RT-CH-110a.1	Quantitative	Metric tons (t) CO <sub>2</sub> -e, Percentage (%)	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	<div>Scope 1 GHG emissions: 26,095 MTCO<sub>2</sub>e</div> <div>Scope 2 GHG emissions: 28,933 MTCO<sub>2</sub>e</div> <div><a href="#">2024 Science for Goodness Report &gt; Innovation and Environment &gt; Climate Change and Energy Management</a></div>															
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	<a href="#">2024 Science for Goodness Report &gt; Innovation and Environment &gt; Climate Change and Energy Management</a>															





Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

Code	Category	Unit of Measurement	Metric	Disclosure
Energy management				
RT-CH-130a.1	Quantitative	Gigajoules (GJ), Percentage (%)	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Total energy consumed: 212,129 MWh <a href="#">2024 Science for Goodness Report &gt; Innovation and Environment &gt; Climate Change and Energy Management</a>
Water management				
RT-CH-140a.1	Quantitative	Thousand cubic meters (m³), Percentage (%)	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Total water withdrawn: 3,029 m³¹
RT-CH-140a.3	Discussion and analysis	n/a	Description of water management risks and discussion of strategies and practices to mitigate those risks	<a href="#">2024 Science for Goodness Report &gt; Innovation and Environment &gt; Water Reduction and Reuse</a>
Community relations				
RT-CH-210a.1	Discussion and analysis	n/a	Discussion of engagement processes to manage risks and opportunities associated with community interests	Emergency preparedness exercises are held across many of our global locations, often in collaboration with local, municipal, and government response teams to ensure adherence to safety standards and protect the well-being of our associates and the community. These drills encompass various scenarios such as evacuation procedures, responses to natural disasters, active shooter situations, and other emergencies that could impact business continuity. Documentation of drills occurs at the location level, facilitated by Avantor's utilization of an EHS management system tool, which captures and verifies completed tasks for effective monitoring and compliance.
Workforce health and safety				
RT-CH-320a.1	Quantitative	Rate	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TRIR - 0.43 Zero (0) fatalities for employees and contractors
RT-CH-320a.2	Discussion and analysis	n/a	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	<a href="#">2024 Science for Goodness Report &gt; People and Culture &gt; Caring for our associates</a>

¹ Data in thousand cubic meters (M³)  
representing 41 sites globally.

# TCFD disclosures

The following index references the Task Force on Climate-related Financial Disclosures (TCFD) Framework.

TCFD Recommendation	Response
Governance: Disclose the organization's governance around climate-related risks and opportunities	
Describe the board's oversight of climate-related risks and opportunities	<p>The full Board of Directors has oversight of the Company's sustainability and corporate responsibility, and receives updates throughout the year, at least semi-annually. These discussions include updates on the Company's sustainability goals, progress and reporting under its four sustainability pillars, with a particular focus on climate-related topics. The Board receives an annual briefing from an outside consultant on the evolving climate landscape, including investor and customer expectations, as well as evolving disclosure landscape. In 2023, our Global Head of Sustainability presented the Company's new near-term science-based targets to the Board, which has fully supported management as we enhance our energy and emission management practices.</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 towards our sustainability goals and risks, and reports regularly on such matters to the full Board.</p>
Describe the management's role in assessing and managing climate-related risks and opportunities.	<p>Avantor's CEO and Executive Leadership Team provide direction and guidance on ESG matters, including climate risks and opportunities. Additionally, our Global Head of Sustainability and Senior Vice President, Global Communications and Branding lead and coordinate Avantor's sustainability strategy and regularly engage with the Board's Nominating and Governance Committee as noted above.</p> <p><b>The Global Head of Sustainability'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 ESG data.</li></ul> <p><b>The Senior Vice President, Global Communications and Brand responsibilities include:</b></p> <ul style="list-style-type: none"><li>• Providing regular updates to the ELT and Board on sustainability and ESG topics</li><li>• Overseeing internal associate communications on ESG topics and alignment across the business strategy</li><li>• Ensuring executive goal owners are driving progress toward our ESG and sustainability goals</li><li>• Effectively communicating Avantor's ESG work to ensure visibility among external audiences</li></ul> <p>Oversight of Avantor's Sustainability Program resides with our Sustainability Committee, a cross-functional committee of senior leaders that provides comprehensive guidance and support on environmental, social and governance topics. Functions represented on the committee include Finance, R&amp;D, Operations, Legal, Sourcing, Commercial and HR.</p> <p>The Sustainability Committee is also supported by issue-specific Task Forces. These working groups are comprised of relevant functional leaders and subject matter experts. For example, the Climate Task Force implements the strategy to achieve emissions reduction targets and climate change readiness and the Responsible Supplier Task Force addresses these topics with our suppliers.</p> <p>2024 Science for Goodness Report &gt; Governance and Integrity &gt; Executive Leadership and ESG, <a href="#">pp. 39-40</a></p> <p>2024 Science for Goodness Report &gt; Governance and Integrity &gt; Responsible supply chain management, <a href="#">p. 41</a></p>

Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

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.	
Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	<p>We consider near and longer term risks including: current and emerging regulation, technology, market risk and opportunities, reputation risk and opportunities, acute and chronic physical risk, and legal and liability implications. Climate change risks and opportunities identified include product and services, supply and value chain and operations.</p> <p>Avantor has identified the opportunity to reduce operating costs through initial benchmarking of our operations, prioritization of emissions, energy and water efficiency opportunities within our operational facilities and sites and identifying and implementing GHG emissions, energy, water and/or waste conservation measures. This will have a measurable reduction on our environmental impact and operating expenses.</p> <p>We view our GHG emissions targets as not only a key element of corporate social responsibility, but also as a business imperative. Indeed, many of our customers have set science-based targets of their own and have requested or required ambitious decarbonization efforts from their suppliers.</p>
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	<p>Avantor recently submitted new climate targets that are in line with the 1.5°C pathway and are in the review process to have these validated by the Science Based Targets initiative (SBTi). Avantor has developed a low-carbon transition plan in line with these targets and integrated climate change into the Company's short-term and long-term business strategies. We continue to integrate 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>In addition to operational efficiency and resilience, our customers have increasingly turned to supplier partners to address surrounding climate-related issues. We actively engage with our customers regarding their climate-related expectations and have integrated their input and perspective into our climate strategy. Additionally, customers are actively working to procure more sustainable and environmentally responsible products and services.</p> <p>By addressing climate within our own operations and value chain and providing sustainable products and services solutions to meet customer demand, we believe that we are positioning Avantor to solidify its position as the supplier of choice and promoting more sustainable innovations that advance life-changing scientific breakthroughs.</p> <p>2024 Science for Goodness Report &gt; Innovation and Environment &gt; Creating a Sustainable Future with Smart Solutions, <a href="#">pp. 29-30</a></p>
Risk Management: Disclose how the organization identifies, assesses and manages climate-related risks.	
Describe the organization's process for identifying and assessing climate-related risks.	<p>2024 Science for Goodness Report &gt; Governance and Integrity &gt; Risk management and regulatory compliance, <a href="#">pp. 42-43</a></p> <p>2024 Science for Goodness Report &gt; Materiality, <a href="#">p. 9</a></p>



Science  
for Goodness

Introduction

People  
& Culture

Innovation  
& Environment

Community  
Engagement

Governance  
& Integrity

Appendix

<sup>1</sup> Based on 2019 emissions baseline reported in metric tons of CO<sub>2</sub> equivalents representing 61 sites globally.

TCFD Recommendation	Response
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk-management process.	2024 Science for Goodness Report > Innovation and Environment > Climate Change and Energy Management, <a href="#">pp. 25-26</a>
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Scope 1 emissions: 26,095 MTCO <sub>2</sub> e Scope 2 emissions: 28,933 MTCO <sub>2</sub> e  See <a href="#">pages 25-26, 47</a> in this year's report for additional information on our Scope 1 and 2 emissions and our recently completed comprehensive GHG footprint analysis, including our Scope 3 emissions.
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>We set an initial goal to reduce our Scope 1 and Scope 2 GHG emissions by 15% by 2025<sup>1</sup>. As explained in this report on <a href="#">page 25</a>, we achieved that goal two years early, by the end of 2023.</p> <p>In 2023, we announced our commitment to set a new 2030 emission reduction target aligned with the Science-based Targets Initiative (SBTi). We are awaiting final validation and approval of our targets from SBTi. See <a href="#">pages 25-26</a> of this report for more details. Our new 2030 targets include:</p> <ul style="list-style-type: none"><li>• Reduce absolute Scope 1 and 2 emissions by 50% by 2030 from a 2020 baseline</li><li>• Reduce absolute Scope 3 emissions by 25% by 2030 from a 2020 baseline</li></ul> <p>The Compensation and Human Resources Committee of the Board oversees pay for performance, including the achievement of our nonfinancial strategic environmental, social and governance (ESG) targets, one of which is to reduce our GHG emissions. Its inclusion in our executive compensation program underlines the importance we place on delivering a 50% reduction in our Scope 1 and Scope 2 emissions by 2030. Please see page 7 of our <a href="#">2024 Proxy Statement</a> for more information.</p>



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