
Science for
GOODNESS



From our CEO

Michael Stubblefield

President and Chief Executive Officer



At Avantor, we play an important role in creating a better world through the work we do in helping our customers solve complex scientific challenges. We recognize the importance of operating sustainably and have embedded sound environmental, social and governance practices across our business.

Our Science for Goodness sustainability platform enables us to continually measure and report progress against four key pillars, which are aligned with several United Nations Sustainable Development Goals.

These four areas of focus - People & Culture, Innovation & Environment, Community Engagement, and Governance & Integrity - guide our sustainability efforts and provide the framework for creating long-term value for our associates, customers, suppliers, shareholders and communities.

We are holding ourselves accountable. In 2022 we linked specific Environmental, Social and Governance Goals to executive compensation. Over the past year, we made important strides against our goals. For example, we are on pace to exceed our 2025 greenhouse gas (GHG) emission reduction targets. As of the end of 2022, we reduced our Scope 1 and Scope 2 GHG emissions by 12% compared to our baseline reduction goal of 15% by 2025. Since then we have committed to setting near-term company-wide emission reductions in line with climate science and the Science Based Target initiative.

We also achieved our leadership diversity goals for 2022, with women now accounting for more than 36% of leadership positions at Avantor. Avantor's commitment to diversity begins with our Board of Directors and Executive Leadership Team, who firmly believe that

diverse viewpoints strengthen decision-making. While we've made important strides, we're not yet at parity and will continue to build upon this progress.

We are upholding our commitment to enhance sustainability at the highest level. In April 2023, we were pleased to become a signatory of the United Nations Global Compact (UNGC). By joining the UNGC, Avantor is embedding sustainability practices into our DNA, including responsibilities across human rights, labor, environment and anti-corruption.

While we are proud of the progress we have made thus far, we know that there is more to do and look forward to sharing ongoing updates as we continue the important work toward our 2025 sustainability goals.

Thank you.

Table of contents

ABOUT AVANTOR

page 3

PEOPLE & CULTURE

page 11

INNOVATION & ENVIRONMENT

page 22

COMMUNITY ENGAGEMENT

page 31

GOVERNANCE & INTEGRITY

page 36

DATA SUMMARY 2022

page 50



Board statement

Sustainability is a core element of Avantor's business model. Through our oversight of the Company's sustainability strategy, we provide strong guidance to create value for all of Avantor's stakeholders, position the company for growth and operate across our businesses and geographies with sound environmental, social and governance practices.

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

Jonathan Peacock
Chairman of the Board of Directors



"Our independent Board of Directors brings a broad range of expertise, experience and diversity, that guides the company's growth path and oversees the strategy and progress for embedding sound environmental, social and governance practices into our business. We are holding ourselves accountable to ensure continued progress toward our sustainability goals."

About Avantor

Avantor, Inc. (NYSE: AVTR), a Fortune 500 company, is a leading global provider of mission-critical products and services to customers in the biopharma, healthcare, education & government, and advanced technologies & applied materials industries.

Our portfolio is used in virtually every stage of the most important research, development and production activities in the industries we serve. Our global footprint enables us to serve more than 300,000 customer locations and gives us extensive access to research laboratories and scientists in more than 180 countries.

Our Impact on Science

Everything we do is tied to our mission of setting science in motion to create a better world, and we are proud of the unique role we play in relentlessly advancing life-changing science. More than 14,500 talented Avantor associates with a passion for innovation work alongside the scientific community to help solve some of the world's most complex challenges.

We support customer innovation from early-phase discovery to commercial delivery through our proven expertise and broad portfolio of products and services, global reach and ability to provide customized materials of the highest quality for highly regulated applications. This focus on customer centricity enables Avantor's new product introductions supporting biologics platforms such as monoclonal antibodies (mAbs), cell and gene therapy and messenger RNA (mRNA).

We expanded our geographic profile to serve the dynamic and ever-changing needs of our life sciences customers around the globe. Strategic investments in our core capabilities, including a new cGMP distribution facility in Ireland and new cGMP manufacturing facility in Singapore, position us well to serve biopharma innovation and production needs in those regions. Ongoing investment in our digital architecture enriches our customers' e-commerce experience and customized service offerings maximize time for science and discovery.

Our mission, vision and values

Our Mission

We set science in motion to create a better world.

Our Vision

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

Our Values

Our ICARE Values are the core set of principles that guide and focus Avantor's strategy.



Innovation

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

Customer Centric

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

Accountability

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

Respect

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

Excellence

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

Avantor 2022 Performance Snapshot

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



Biopharma



Advanced Technologies & Applied Materials



Education & Government



Healthcare

FULL YEAR

6.0¹%
Core organic revenue growth

~110¹bps
Adjusted EBITDA margin expansion

\$710¹M
Free cash flow

\$7.5³B
Reported revenue

¹See "Non-GAAP Financial Measures" and "Reconciliations of non-GAAP measures" in our 2022 annual report for a discussion and calculation of non-GAAP measures.
²Based on management estimates.
³Based on FY 2022 results.
⁴Management estimate based on pipeline value Jan. 2020 – Dec. 2022.
⁵Absolute reduction of scope 1 and scope 2 greenhouse gas emissions vs. 2019 baseline.

AMERICAS

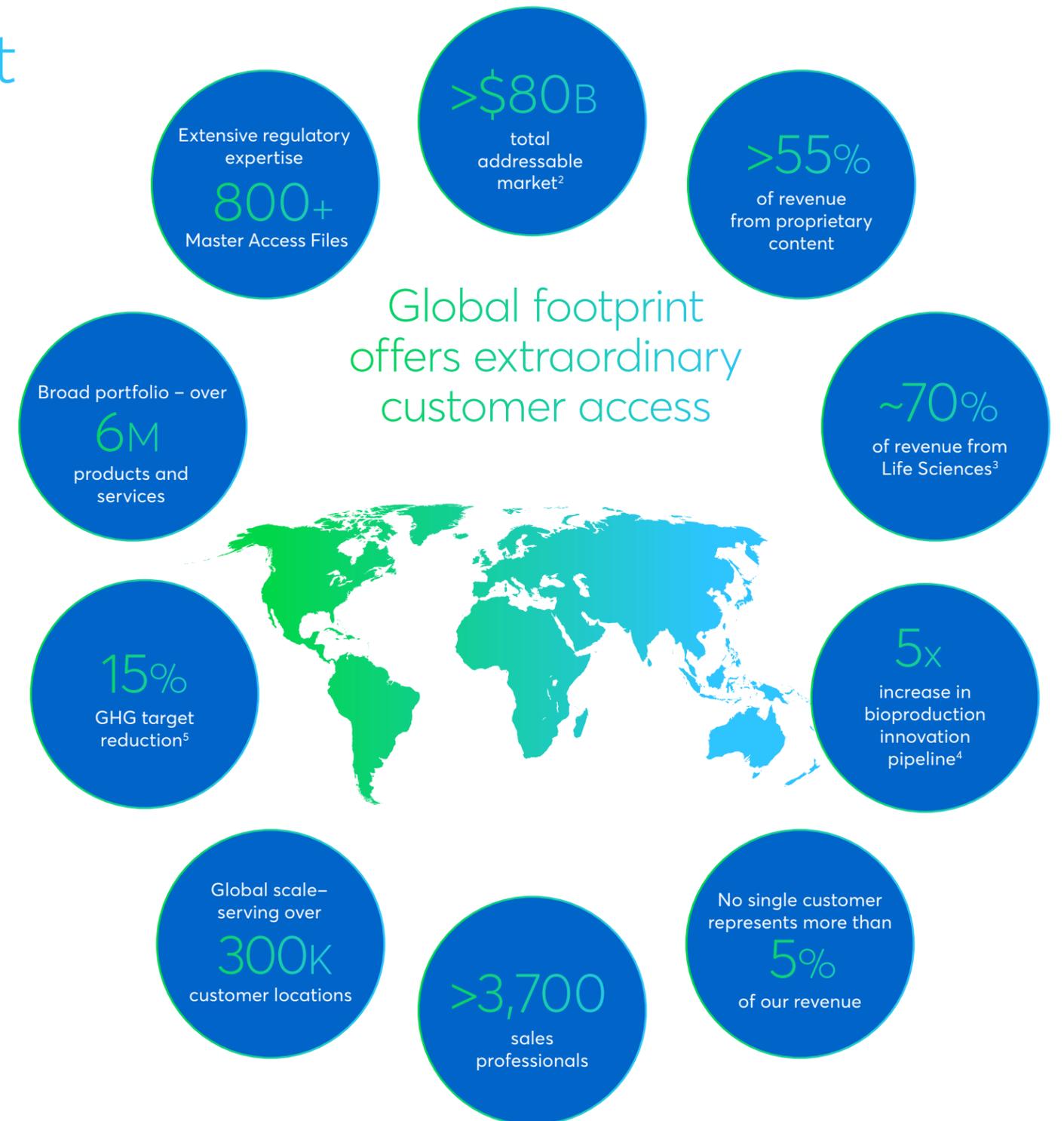
\$4.5B | **6.1¹%**
Reported revenue | Core organic revenue growth

EUROPE

\$2.5B | **5.5¹%**
Reported revenue | Core organic revenue growth

AMEA

\$525M | **7.0¹%**
Reported revenue | Core organic revenue growth



Science for Goodness



Our Sustainability Platform

As a global life sciences leader, we have a responsibility to deliver long-term value to our associates, customers, suppliers, stockholders and communities. By embedding sustainability practices across our business, our Science for Goodness sustainability platform enables our diverse and inclusive culture, innovations for a sustainable future, community engagement and commitment to act with integrity at all times.

Led by our Executive Leadership Team and Board of Directors, and driven by our global associate population, our everyday

actions upholding Science for Goodness drive our Company's evolution and measurable progress in fostering a culture generating positive impact aligned with our values and governing principles.

As we celebrate achievements toward our environmental, social and governance goals, we acknowledge there is much more work still to do. In our spirit of continuous improvement, we hold ourselves accountable for expanding on this progress and further advancing Science for Goodness throughout our business.

Four pillars of our Science for Goodness strategy

People & Culture

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

Goal:

- Increase management diversity
- Achieve top health and safety performance

Community Engagement

Protecting the environment and the communities we serve.

Goal:

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

Innovation & Environment

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

Goal:

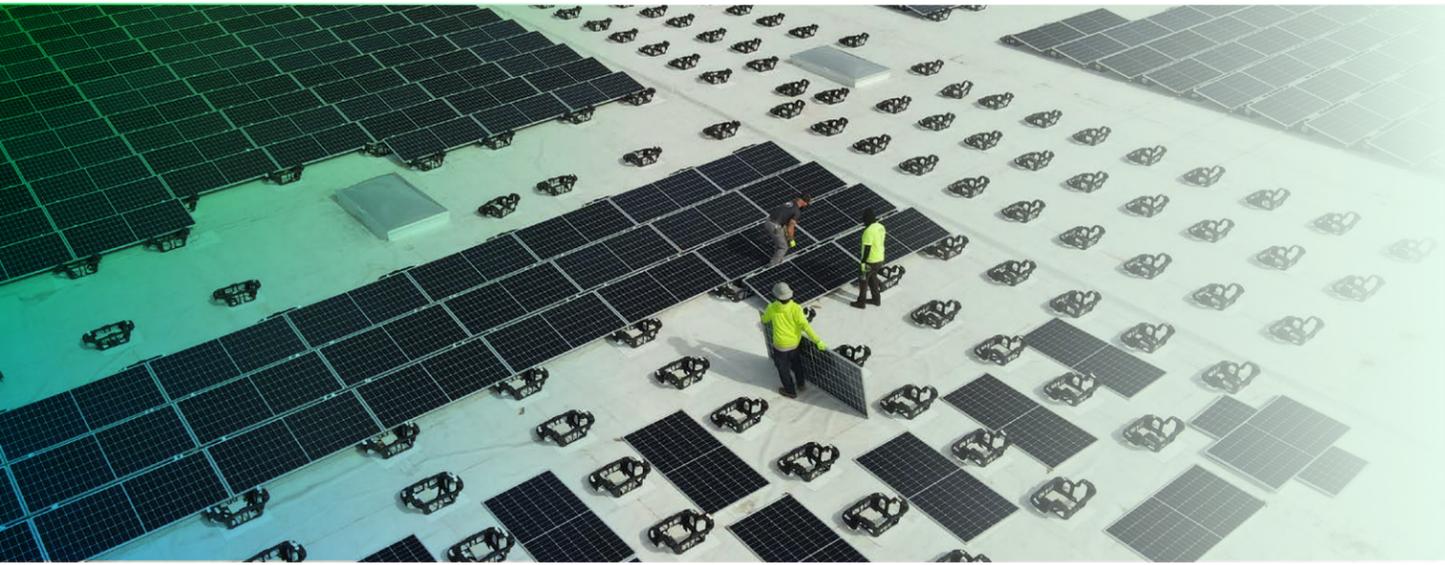
- Reduce operational greenhouse gas emissions (scope 1 and scope 2)

Governance & Integrity

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

Goal:

- Launch Responsible Supplier Program



Alignment With UN SDGs

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



Materiality Assessment

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

The process included:

- Analyzing issues identified by the Sustainability Accounting Standards Board (SASB) for the Medical Equipment & Supplies, Biotechnology & Pharmaceuticals and Chemicals industries
- Engaging with our key external stakeholders to understand their sustainability priorities and goals
- Reviewing the topics prioritized by various external ESG assessments and ratings agencies, including Sustainalytics, MSCI, CDP, and EcoVadis
- Reviewing relevant laws and regulations
- Assessing material issues identified by industry peers based on their sustainability reports and targets
- Referencing the United Nations Sustainable Development Goals (SDGs) and aligning on five to help us focus our efforts on areas where Avantor can create a positive impact on our business and our stakeholders

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

We engaged our Executive Leadership Team and key external stakeholders to prioritize the most impactful sustainability aspects for Avantor.

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

Avantor sustainability structure



Engaging our stakeholders



The way we conduct business directly reflects our company values. We believe in inclusion, sustainable practices, promoting ethical behavior, ensuring compliance and strengthening our long-standing relationships.

Close collaboration and engagement with our associates, customers, investors and suppliers ensure our high standards are upheld throughout our value chain. These actions both shape our

sustainability priorities and help us in achieving them. We conduct these important conversations on an ongoing basis to ensure continued alignment and successful outcomes against our goals.

Associates

Our associates are the foundation of all that we do. We aim to create and reinforce a positive work environment and culture to ensure each associate can be at their best, grow their career and effectively support the industries we serve.

To support open communication between associates, managers and senior leadership, our Avantor Engagement Surveys feature frequent People Pulse Surveys and associate listening sessions. We employ these tools to assess how associates feel about the work they do in connection to our mission, vision, ICARE values and strategy, as well as inform prompt action to respond to valuable associate feedback.

Customers

Our customer-centric values are evidenced in the strong relationships we have with our customers, earned through active listening and collaboration, and leading to a deep understanding of their unique challenges and aspirations. As a result of these insights, we deliver proactive solutions that meet our customers' most complex and challenging needs.

As the effects of the COVID-19 pandemic on supply chains and customer needs changed, we worked with our customers to meet their inventory needs and provide the right mix of products and solutions. By expanding our distribution

capacity, broadening our base of supplier partnerships and optimizing our transportation network, we are helping our customers have the tools they need to move science forward and meet their own business and sustainability goals.

Investors

Our investors help us achieve our goals. These relationships are important, and we foster them through frequent, proactive communication and collaboration by way of our stockholder engagement program. Through this program we reach out to current stockholders, market participants and potential investors in a variety of forums including quarterly earnings discussions, investor conferences and individual meetings. In 2022, we established a process to proactively engage with investors throughout the year on ESG topics to better understand their preferences. We held many meaningful conversations covering a range of topics including diversity and inclusion, human capital management, our climate change strategy, board composition and oversight, and executive compensation.

An important component of these conversations is soliciting investor feedback on our sustainability strategy and progress. Our Executive Leadership Team and Board of Directors take investor feedback and preferences seriously, and frequently participate in engagements to hear directly from investors. Management and the Board also regularly review the feedback collected from investors and utilize this critical input in our corporate decision-making processes. We will continue to refine and improve our engagement program so we can best understand and meet our stockholders' expectations.

Suppliers

In addition to our own proprietary products we manufacture and sell, we also sell third-party products sourced from a range of suppliers located across the globe. To ensure products meet our customers' performance, quality and regulatory requirements, we carefully select suppliers using a process supported by confirmatory testing of raw materials and periodic audits.

Our long-standing supplier relationships serve the life sciences industry with mission-critical products and services.

Many of our supplier relationships have been in place for more than 20 years, and these strong relationships are key to achieving our long-term sustainability goals. We expect our suppliers to hold themselves to the same high standards that we hold ourselves.

To that end, in accordance with the Avantor Responsible Supplier Code of Conduct released in 2021, we developed and piloted a Responsible Supplier Program in 2022.

This program was built around three guiding pillars to ensure our relationships

with suppliers serve our sustainability goals: Performance, Collaboration and Recognition.

The Performance pillar guides how we measure and improve the sustainability performance of our suppliers. The Collaboration pillar guides our partnerships with suppliers and how we identify and implement sustainable solutions. Finally, the Recognition pillar lays out our strategy for incentivizing and rewarding our suppliers for exceptional sustainability performance and collaboration.



People & Culture

Empowering people to help create a better world

Goals

- Increase management diversity
- Increase representation of women and ethnic/racial minorities serving in management and leadership roles
- Achieve top health and safety performance within the industry
- Reduce incident rate 25% by 2025

Impact at a glance

36.1%

WOMEN IN LEADERSHIP

0.40

TOTAL RECORDABLE INCIDENT RATE

8

TOTAL EMPLOYEE RESOURCE GROUPS (AVANTOR ASSOCIATE-CENTRIC TEAMS)



Creating a culture of innovation and inclusivity



More than 14,500 global Avantor associates relentlessly advance life-changing science by solving today's complex challenges.

Our ICARE values of innovation, customer centricity, accountability, respect and excellence are the foundation for how we show up each

day to set science in motion to create a better world and incorporate our dedication of inclusive behaviors to create an experience our associates can be proud of. At Avantor, goodness comes from how we innovate, collaborate, connect and inspire each other to be our best and help build a sustainable future for all.

Our commitment to our people is present in every aspect of the associate experience at Avantor – from hiring and development to creating work environments where people feel safe and appreciated for their unique self. This is how the people of Avantor make a difference today and ignite meaningful impact for the future.

Reaching Our Future Associates

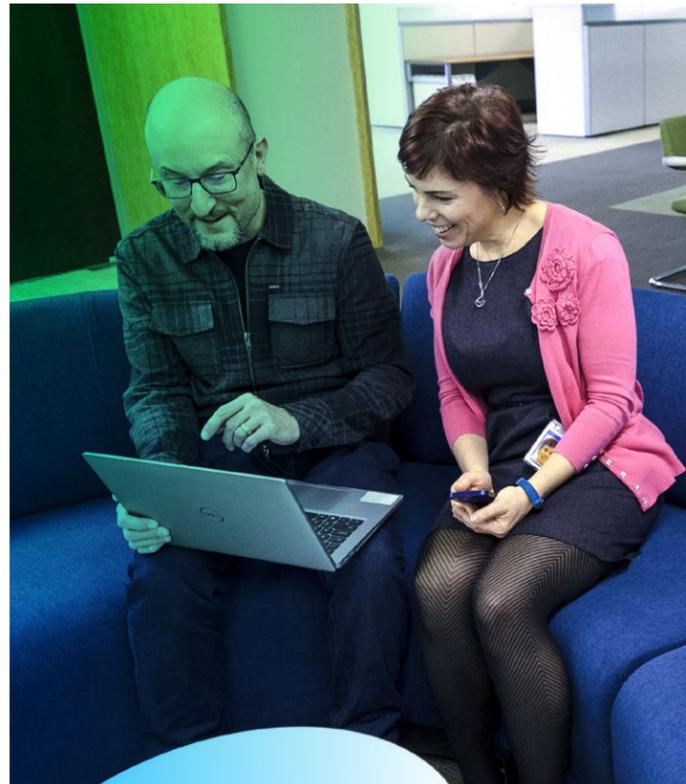
To foster our ICARE culture and enable associates to achieve their aspirations through opportunity and development, Avantor focuses on attracting associates who have a shared passion for discovery and furthering our mission and Science for Goodness. To engage and attract top talent, our Global Talent Acquisition Team is continually evolving our global talent acquisition and development programs. Avantor's commitment to inclusivity begins with the candidate sourcing process. In the past year, we:

- Launched our new Talent Marketing Framework focused entirely on the candidate experience providing the right information, at the right time and in the right places – at scale to our associates worldwide
- Created new outreach resources to engage candidates earlier in their job search
- Updated our "Careers" pages on Avantor's website resulting in increased number of applicants responding to job posts

- Onboarded new recruitment partners, localized our recruiting approach and continued use of a robust job posting analysis tool to both identify biased language and offer appropriate replacement suggestions. Utilizing inclusive language in job posts continues to attract more diverse candidate pools, including candidates in marginalized populations

As result of these efforts:

- We placed more than 4,600 new hires across all geographies where Avantor operates, including the Americas, Europe and AMEA
- Nearly one-third of new hires came from direct Avantor associate referrals - including family, friends and former colleagues
- The second highest placement rate came from internal Avantor candidates moving into new roles
- We increased female applicants for director-level and above job posts by 173% year over year
- We hosted four job fairs for applicants with military experience and sourced 40 candidates



- Increased diverse candidates by 67% with deployment of job post optimization platform

Developing Our Associates

We care about our associates' growth. Our culture of development is fueled by our commitment to align our talent strategy for today and future strategic needs, to know our associates and their aspirations, and to provide opportunities for them to learn and grow future-ready skills. Their success provides momentum that goes beyond Avantor and into

the world around us. This is why we continually evaluate and evolve our talent strategy to support the careers and learning solutions for our associates.

Talent Philosophy

We launched our global Talent Philosophy for managers in 2022 to support our commitment to keep associates at the center of everything we do. Our Talent Philosophy is focused on Accountability, Performance, Differentiation and Transparency, and provides our managers with direction and clarity that enables them to maximize how they manage and guide talent for individual, team and organization performance. With this, our associates are provided a clear view of Avantor's expectations of our managers to support our associates' performance, growth and career actively and effectively.

Increased Learning Engagement

In our industry, a learning culture is critical for an organization's ability to pivot at the pace of change. In 2022, Avantor saw a 34% increase in learning with 317,200+ training completions. Avantor's robust learning catalog reflects offerings for different learning styles, providing associates access to learn what, how and when they want. Programming is designed around topics that matter most, and aligned by persona

so associates can easily select the solution that best fits their needs. We continuously evaluate and evolve our strategies through several feedback channels, and we are committed to adapting our learning collection to the changing needs of our associates and our industry.

Leadership Development

Developing a strong leadership capability is critical to the success of Avantor. In 2022, we designed and launched the Avantor Leadership Advantage (ALA), our signature Leadership Development program for first line managers. Grounded in the Talent Philosophy referenced above, the ALA program provides a comprehensive curriculum that equips leaders with the mindset, skill set and tool set to power performance and associate engagement. This journey consists of six live virtual instructor-led workshops and helps set managers up for success with proven capabilities and a peer community of practice. Topics include Leading People, Leading Performance, Coaching Excellence, Inclusive Leadership, Leading Virtually, Conflict to Collaboration, and Leading You. In 2022, 350 leaders earned their ALA certification and provided a 96% satisfaction score, exceeding our target of 85%. In addition to the ALA, Avantor launched the Avantor Power Skills Series designed to provide

leaders with practical tools and strategies to accelerate Avantor's strategic priorities and boost leadership capabilities.

Professional Skill Building

With our commitment to supporting learning and growth of the whole person, Avantor launched an online learning library tool for all associates. Access to over 16,000 learning offerings provides associates with limitless opportunities to acquire new knowledge, enhance existing skills and expand professional and personal horizons. In addition, we have carefully curated collections aligned to specific topics of interest based on associate feedback or in support of larger initiatives such as Well-being, Diversity Equity and Inclusion, and Career and Feedback. Offerings are available on demand or live and in multiple languages, so associates have an opportunity to learn how and when they choose. Associate response was overwhelmingly positive with 43% of Avantor associates consuming e-learning library content in the first year exceeding the benchmark target of 20%.

Additionally, we included Unconscious Bias and Micro-Aggressions modules in our annual Code of Ethics training for associates to complete around the globe.

Learning Programs for Diverse Associates

We launched Career Accelerator and Leadership Academies for women and people leaders of color to support skills building for career advancement with a focus on the unique challenges that face leaders who are the first or the only of a marginalized group in their role.

Workplace Well-being

In 2022, well-being was a topic of discussion for everyone – not unique to an industry, geography, race or gender. Recognizing our associates were interested in this topic as well, we invited a global expert on resilience and burnout to help our associates learn to recognize signs of burnout, build a toolkit to make stress work for them, and engage in activities that proactively build resilience.

Talent Management

We have enhanced our talent management practices to better enable the mindset, skill set and toolkit for leaders and associates to focus on enhancing our performance management processes and enabling robust feedback and career conversations. Last year marked the launch of our Integrated Talent Review, enabling our leaders to have better visibility of talent and leverage our learning solutions to support development.



Bring Your Own Device

We significantly expanded our Bring Your Own Device (BYOD) program, facilitating real-time access to and participation in learning offerings and virtual DE&I and

ACT events for our non-wired associates on personal cell phones. Sign-up events were conducted in 44 sites across 13 countries, with an achieved adoption rate of over 80%.

IMPACT STORY



"It was super exciting and cute to see the dogs being able to assist with the basic needs of a human being and what they are capable of learning. It is truly an incredible thing to be able to teach a dog such tasks and it is very honorable to those that are able to teach them as well. Great job! I am super excited for the next event!"

Learning about diverse abilities

The Diverse Abilities and VETS ACTs joined forces and partnered with an associate at our Visalia, California distribution center to help create awareness of the many benefits trained service dogs provide to the community. The associate regularly volunteers with a non-profit that trains service dogs to help those who may need assistance with daily life activities, such as military veterans and people with limited mobility. In addition to hosting the non-profit for an onsite service dog demonstration at the Visalia location, the Diverse Abilities and

VETS ACTs coordinated a live video stream to encourage participation for associates across the organization. The event began with a military veteran sharing personal stories and experiences that spoke to a deep appreciation for how his service dog helps with everyday activities. After, a representative from the non-profit conducted the demonstration, describing the extensive service dog training process while a couple of the special canines displayed their talents and skills. Onsite associates, as well as those attending through the live video stream, asked the trainer many questions leading to a greater understanding of the support each service dog provides in helping those in need achieve personal independence.

Guest speaker discusses transgender identity in India

The PRIDE Network ACT in India hosted its first onsite speaker event at Avantor's offices in Coimbatore. Kalki Subramaniam, a transgender activist and inspirational speaker, shared her experiences as a member of India's transgender community. Active discussion among the onsite audience, as well as those who participated during the live streamed event, explored how two identities – transgender and Indian – can intersect and create unique lived experiences. Associates noted both their respect for and inspiration from Kalki Subramaniam speaking publicly and directly on the issues of inclusivity and gender identity and acknowledging diversity of cisgender and transgender groups. As a result of the event, India-based associates increased engagement with PRIDE Network as well as other ACTs.

"This event was AMAZING!! I encouraged my colleagues to learn more about the LGBTQ experience around the world. When Kalki was asked what she'd like people to take away from the discussion, it was this: be kind and treat people as humans and not by their labels."

Joining forces for breast cancer awareness

The Women in Business ACT sponsored a global, month-long workspace decorating contest to recognize and increase visibility for Breast Cancer Awareness throughout the month of October. Participation occurred across every region in which Avantor operates. Associates decorated common spaces and meeting rooms and adorned individual workspaces, with many participants also wearing pink as another way to raise awareness.

Votes for "Best Decorated Workspace" were compiled across the organization, categorized by regional winners and one overall global winner. Our Leuven, Belgium distribution center won the global award for "Best Decorated Workspace." The team at Leuven also celebrated the event as the first in a long while where everyone was able to participate and help support a cause in person. The event was a success in engaging a large group of associates supporting a common cause, and the contest format encouraged participation among wired (associates with access to company devices) and non-wired associates equally.

"It was great to see so many colleagues participating in the Think Pink event to raise awareness on Breast Cancer prevention. It was a moment of sharing and getting together around such an important topic."

– Els Vanderplasschen, Assistant Supervisor Operation Support, EU Logistics



Building Diversity

Encouraging our associates to be their true self and appreciating the uniqueness of each other helps us connect on a more personal level and provides a positive and productive environment that enables a place where everyone can feel equally involved. To encourage our associates to learn from each other, broaden their perspectives, generate respect and accelerate acceptance, we have a robust DE&I strategy and leadership

diversity goals. We are incredibly proud of the communities established for our associates to gather, celebrate, share and learn. In fact, we saw 72% growth in DE&I discussion participation in 2022, including 42% participation growth by Europe and Asia-based associates.

Associate-Centric Teams (ACTs)

Avantor’s version of Employee Resource Groups (ERGs), our Associate-Centric Teams (ACTs) formed in 2020 to provide our global associate population with

opportunities to learn and deepen understanding of others’ lived experiences and perspectives. Our ACTs, which are sponsored by Executive Leadership Team members and supported by active participation from leaders across the organization, aim to elevate the voices of Avantor associates, highlight concerns of the community, create programs and initiatives to support allies, foster awareness and further promote respect and inclusion in the workplace.

With three new ACTs in 2022, we have expanded the program to eight active employee groups: Global Black ACT (formerly known as the BIPOC ACT), Diverse Abilities ACT, PRIDE Network ACT, Women in Business ACT, VETS ACT, ALMA ACT (Avantor Latinos Moving Ahead), New Professionals ACT, and Pan Asian Middle East ACT. Prior to the establishment of each new ACT, interested associates discuss their concerns and ideas with our DE&I leadership to ensure we are best reflecting our associate population. In total, our eight ACTs engaged more than 3,100 associates – a 50% growth over the prior year.

Supporting this growth is our ACT Toolkit and Event Guidelines Resource Guide

launched in 2022 to further align events planning and best practices aimed at encouraging ACT participation across our global workforce.

As the pandemic eased throughout 2022, our ACTs leveraged the renewed ability to safely host in-person events and continued virtual events across local time zones and languages to encourage associate participation globally.

The ACTs held a variety of high-quality events throughout the year reflecting the diverse interests of the groups, including:

- Virtual guest speakers Christy Martin, Garrard Conley, Dr. Bal Pawa, Kara Goldin, and Timothy Shriver who offered insights and discussion on DE&I issues through their personal experiences
- Celebrations recognizing Women’s History Month, Black History Month, and PRIDE Month, such as PRIDE parades and desk decorating contests
- Continuation of safe space conversations addressing associate concerns uniquely affecting their communities and facilitating space for associates to share and process emotions with those of shared identities

ACT Mentorship Program Expansion

Since its pilot launch in 2021, the ACT Mentorship program has provided associates with meaningful career growth and networking opportunities aligned to each associate’s professional goals. Topics such as skill development, personal effectiveness, business knowledge and talent management are common discussion themes in many mentor/mentee interactions. As a global enterprise, these interactions have helped advance our culture of inclusivity and connectedness while fostering a workplace that values learning, development, collaboration and respect.

Continuing this momentum, in 2022 the ACT Mentorship Program expanded to offer participation for all allies and members within Avantor’s eight ACTs.

Productive mentor/mentee interactions are supported by training resources available through Avantor’s on-demand learning library, offering lessons dedicated to the subject.

Unconscious Bias Awareness and Actions

We also continuously examine our existing systems to remove any bias and expand our benefits coverage to adequately support all associates. As a result of this focus, we further aligned to the Human Rights Campaign Foundation Corporate Equality Index, including updating the Avantor Code of Ethics and expanding benefits coverage for family events such as adoption services as well as gender affirmation services in our self-insured medical plans. We also enhanced our holiday schedule to include Martin Luther King Jr. Day as a paid holiday.

“Being a part of the ALMA ACT gives me the opportunity to highlight the Latinos of Avantor and supporting them in their careers here and ensuring they know they are welcomed and appreciated by the business.”

Alicia Morales
Marketing chair for ALMA and
Talent Acquisition Partner, Americas

“For me, ACT means a positive and inclusive work environment for all associates regardless of their background or identity. As a member of ACTs, I feel valued, motivated and empowered. I also enjoy working with other ACT Allies who are very supportive, collaborative and respectful.”

Barkath Neesa
Personal Development Chair,
Pan Asian Middle Eastern ACT

Avantor Signs Human Rights Campaign Statement Opposing Anti-LGBTQ Legislation

As part of our commitment to support diversity and a culture of belonging, we are proud to announce Avantor has signed the Human Rights Campaign (HRC) Business Statement Opposing Anti-LGBTQ Legislation. Respect is one of our iCARE values, emphasizing treating others with dignity by seeking to understand each other’s experiences and celebrating our diverse backgrounds and perspectives. In signing the HRC Business Statement, we aim to ensure the safety and well-being of LGBTQ associates and individuals where we live, work and conduct business.

We are also expanding our collaboration with HRC to:

- Establish benchmarking of inclusion best practices for LGBTQ community members in our policies and programs
- Leverage the Transgender Inclusion in the Workplace Toolkit, to support transitioning associates



IMPACT STORY

- Participate in the 2023 HRC Corporate Equality Index, a rating criterion to help businesses understand best practices as well as resources to support process and policy improvement

We recognize the members and allies of Avantor’s PRIDE Network ACT for their efforts to raise awareness of the Human Rights Campaign commitment, and for their continued dedication to create positive impact for all community members, both externally and internally at Avantor.

Caring for our associates

Listening Through Our People Pulse Survey

We held three People Pulse survey throughout 2022 to gather associate feedback on their workplace experiences and our evolving culture. 61% of our associates shared their voice, and we leveraged the real-time insights to celebrate areas of success and build action plans that help us maximize engagement and support health and well-being, diversity, strategic alignment and the associate experience.

Health and Well-being

Everyday responsibilities such as caring for family members and adapting to the constant changes in life can be daunting and stressful. We recognize there is no greater responsibility than supporting the health and well-being of our associates and providing resources to help each person feel their best. Our comprehensive approach prioritizes support for the whole person – physical, mental and emotional health – with program offerings to match.

Employee Assistance Programs (EAP)

Our Employee Assistance Programs (EAP) are a key resource in this support, and throughout 2022, these essential mental health services were available to all associates and their eligible family members under a global or regional EAP provider. Frequent internal communications sent to associates explained how to easily access confidential mental health support, such as free counseling sessions and 24/7 telephone support provided by Master’s-level clinicians. Additional services such as virtual support groups and on-demand webinars focused on topics such as stress, anxiety, self-care, parenting, resiliency and grief.

Example highlights as a result of this effort include:

- 2,500+ Avantor in Motion fitness challenge participants
- 80+ EAP webinars and support groups offered globally
- 1,590 associates utilizing EAP support

Avantor in Motion’s 10K-A-Day Challenge

The semi-annual Avantor in Motion fitness challenge returned in 2022 with over 2,500 associates participating in the event worldwide. The format of the two enterprise-wide events focused on encouraging associates to stay active and learn and maintain healthy habits with the goal of increasing physical activity levels. In the spirit of friendly competition, associates formed teams spanning multiple continents 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. Two associates shared what Avantor in Motion meant to them:

“Three months ago, following two years of working from home, I didn’t have the energy to do daily activities. I felt weak. I planned to learn to swim in a nearby pool. I didn’t feel motivated to continue since I felt swimming was a hard drill. When I planned to quit, I heard of Avantor in Motion and decided to keep swimming daily to earn rewards. It became routine and I started concentrating on my fitness by reading the daily topics in the app. Now, I feel healthier both physically and mentally and I am more active than before.”

Rajkumar Kanagaraj
Exports, India

“Avantor in Motion helped push me to be more active, every day, not just at work. I’ve been able to keep up with my daughter better since starting the challenge. I also think this is a wonderful way to bring associates together for a common goal, and it promotes fun and friendly competition.”

Alice Baxter
Material Handler, United States

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 to recognize – and be recognized - for contributions embodying our ICARE values of innovation, customer centricity, accountability, respect and excellence. Recipients receive IMPACT awards in real-time and an internal online portal announces the award to teammates, so they can also offer congratulations on a job well done.

We are committed to creating a high-performing culture, and an important part of that culture is celebrating our associates who achieve milestone anniversaries with Avantor and who make it possible for us to sustain our respected reputation as a leader in our industry. We completed a phased launch of a milestone anniversary platform with a social experience and personalized messages from managers and colleagues to commemorate the moment. In 2022, 5,667 associates hit a milestone service year; of these, 17% celebrated a service anniversary of 10 or more years. Retaining our tenured talent is crucial to developing better leaders, confident mentors and a highly engaged workforce.

Associate Total Rewards

Avantor offers a total compensation program that is internally equitable and competitive with other industry leaders. Our pay for performance culture offers competitive compensation with pay programs that reward high performers. Global recognition programs celebrate the many ways, large and small, our associates are making an impact in the work we do.

Benefits

We care for our global associates and their well-being by offering resources to help them be happy, healthy and successful both professionally and personally. We continue to provide supplemental benefits in countries with social programs so associates have access to essential offerings throughout the moments that matter most.

Avantor is focused on improving support for associates on a path to parenthood. In the U.S., we now include fertility coverage under our self-insured medical plans. We enhanced our maternity and parental leave options to ensure birth and non-birth parents had an equitable experience to bond with a new family member for six weeks with no concern about their compensation. We recognized the physical, mental and emotional

impact pregnancy loss has on parents, so our bereavement policy now provides paid time off for pregnancy loss.

We also support the opportunity for associates to pursue additional degrees and certifications and provide education assistance programs in the U.S., Canada, Costa Rica, Ireland and Mexico, to relieve financial barriers to education.

Health and Safety

Our work spans laboratories, manufacturing sites, distribution centers, customer locations and office environments. Throughout these varied workplaces, we are vigilant in ensuring the health, safety and well-being of our associates across all locations within our global footprint. With the guidance and expertise of our Environmental, Health, Safety, Sustainability and Security (EHSS&S) teams, associates regularly participate in safety training events specific to the awareness requirements of their respective workplace. A key highlight in our safety culture is Avantor Safety Minutes, a brief safety topic discussed at the start of meetings.

Further demonstrating our commitment to safety, in 2022 we held our first

Sheri Lewis
EVP Global Supply Chain



“Everyone demonstrates leadership by being accountable for safety – if you see something, say something.”

observance and active participation in World Day for Safety Health at Work (or World Safety Day), an internationally recognized day of action, education and discussion promoting the prevention of occupational accidents and diseases in the workplace. World Safety Day's designated 2022 theme, "Safety as a Value", was central to Avantor's first globally harmonized safety initiative and

featured the following events hosted by Avantor leadership:

- Localized delivery of safety messaging
- 60-Minute "Safety Pause", locally held across our global footprint
- Topics aligned to the safety needs of individual business units
- Shared digital space for all participants to share safety-themed ideas
- Sharing of associate success stories focused on safety best practices in the workplace

Workplace Safety

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

Our core focus areas include compliance with local, national and international regulations, active monitoring of agencies for changing regulations, partnering

Ger Brophy
EVP, Biopharma Solutions



"Calling out safety risks and hazards has no hierarchy at Avantor – every associate has a role to play."

with operational leaders to meet internal health and safety requirements, and eliminating hazards, reducing risks, and preventing injuries and ill health.

Our strategy is based on the systematic registering and root cause analysis of all near-misses, incidents and accidents and sharing the learnings through Safety Alerts and Safety Minutes. In addition, we have a robust program in place for identifying hazards by encouraging associates to report safety observations and participate in job safety analysis and personal protective equipment assessments.

In 2022, the EHS Lessons Learned program was established to create a forum for discussing incidents that occurred in Avantor facilities, investigations, root causes and actions taken with the global Avantor organization. The aim is that the lessons learned help develop our sites' capacity for recognizing and eliminating similar risks. The presentations are prepared by local resources and presented to the global extended EHS team, which includes senior leaders across all Avantor operations. The presentations are recorded and saved to the Avantor intranet and accessible to all associates.

Avantor provides a wide range of customer solutions which require the handling of hazardous chemicals within our manufacturing and distribution facilities. These chemicals require additional administrative and engineering controls to ensure the safety of our associates and minimize the risk to the communities in which we operate. They also require compliance with additional regulations such as OSHA's Process Safety Management, EPA's Risk Management Program, and the Seveso European Directive. To minimize these risks, we are continuously working on improvements in programs such as process hazards analysis, pre-startup

safety review, mechanical integrity, management of change, and emergency response.

Our Process Safety Guidelines:

- Maintain management processes and encourage associates to identify areas and opportunities to continuously 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; provide them appropriate levels of training and be supportive of local EHSS&S initiatives, as well as engagement in communities in the areas where we work and live
- Commit to implementing all training and resources necessary to ensure the security of people and property
- Conduct regular safety and security drills at the local level at all our 100+ sites across the globe. Our EHSS&S teams along with Plant Emergency Response Teams and governmental authorities work collaboratively during drills to ensure the highest levels of safety, health and security for each site

Innovation & Environment

Advancing sustainability from discovery to delivery

Goals



REDUCE OPERATIONAL GHG EMISSIONS BY 2025 ¹

Impact at a glance



REDUCTION OF SCOPE 1 AND SCOPE 2 GREENHOUSE GAS EMISSIONS ¹



INNOVATION CENTERS ACROSS THE GLOBE



WASTE DIVERSION-FROM-LANDFILL RATE WITHIN OUR OPERATIONS

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





Avantor's commitment to environmental sustainability is the responsibility of our entire organization.

In relentlessly advancing life-changing science, our inherent responsibility to innovate product and service solutions that enable breakthroughs and benefit people and our planet is integral to Science for Goodness.

Our commitment to embedding innovation and environment equally throughout our business is evident in the measurable progress made since we issued our Corporate Social Responsibility Benchmark Report in 2020.

Our continuing objective is to enhance Avantor's value for our associates, customers, suppliers and communities.

This inspires the way we work, how we collaborate and the positive impact we have made. Whether we are reducing greenhouse gas emissions (GHG), developing biodegradable bioprocessing solutions, or supporting discovery at customer sites or at one of Avantor's global innovation centers, we are driving forward our mission of setting science in motion to create a better world.

Embedded in virtually every stage of the most important research, scale-up and manufacturing activities that our customers perform, our integrated business model serves as a one-stop shop supporting our customers from discovery to delivery.

Environmental sustainability in our operations

To address our operational environmental footprint and deliver product and service solutions that support our value chain's transition to a low-carbon economy, we are:

- Reducing our greenhouse gas emissions by lowering our energy consumption (electricity, gas and fuels) and seeking renewable and other lower-impact energy sources
- Minimizing waste generation from suppliers to customers and promoting the use of environmentally preferable products and packaging
- Addressing our water use and developing plans to target operations in high-stressed water areas
- Raising associate awareness of these commitments and the role they play in helping us meet our environmental responsibilities
- Complying with the regulatory requirements in every region in which we operate

Climate Change and Energy Management

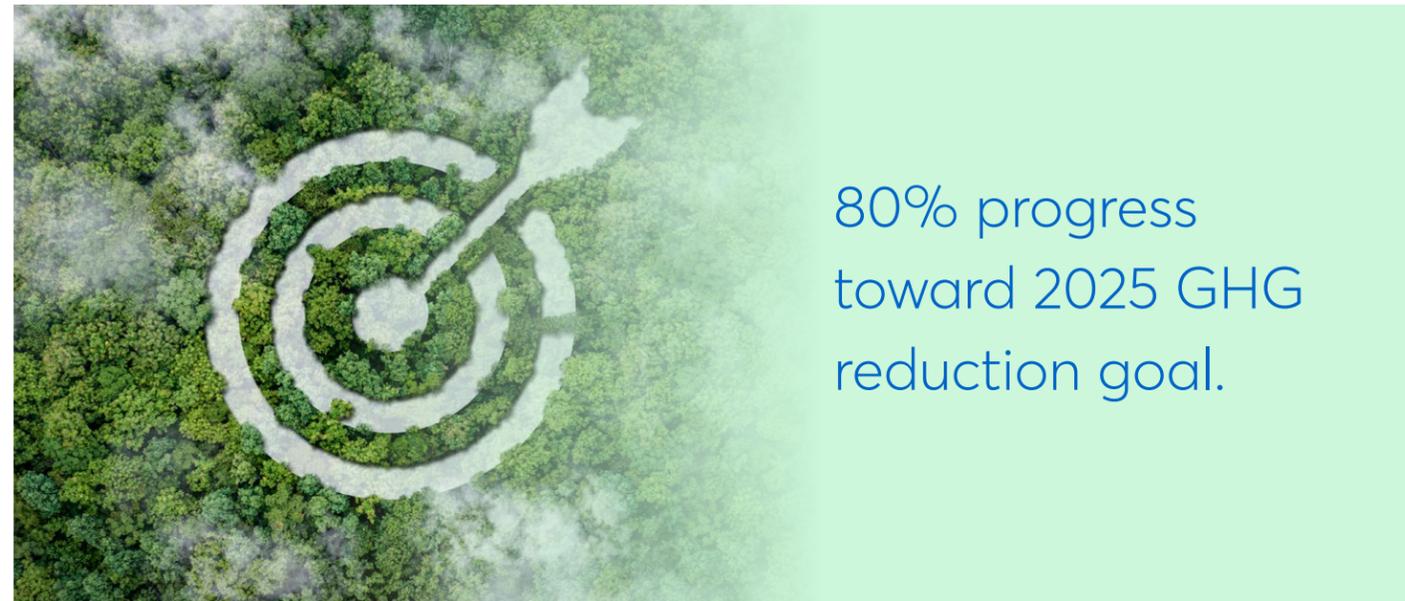
Climate change is a global concern that poses a significant risk to the environment, our health and the way we do business. The Intergovernmental Panel on Climate Change (IPCC) report published in February 2022 notes that climate change impacts "including more frequent and intense extreme events, has caused widespread adverse impacts and related losses and damages to nature and people."¹

Acting on the urgency of these many issues, Avantor set a target to reduce its operational (Scope 1 and Scope 2) emissions by 15% by 2025.² To achieve this goal, we developed an energy and emissions reduction strategy that invests in efficiency and conservation projects, as well as alternative energy sources. In 2022 we established a cross-functional Environmental Task Force to oversee our emissions reduction strategy, including setting internal annual targets, tracking projects, and training and educating associates.

We are proud to report that as a result of these actions we further advanced our emissions reduction activities, reducing Scope 1 and 2 GHG emissions by 3.1% over the prior year - generating a total of 57,847 MTCO₂e. Thus, as of the end of 2022, we reduced our Scope 1 and 2 GHG emissions by 12.4% compared to the 2019 baseline, representing 80% progress toward our initial reduction goal.²

Avantor acknowledges that as climate science evolves, so too must companies. In 2022, we completed a project to map our value chain (Scope 3) emissions, and strengthened our operational emissions data, which will serve as the basis for future climate targets.

In concert with and in support of our emissions reduction, we continued to reduce our energy consumption. In 2022, we consumed 211,262 MWh across 61 sites globally, representing a decrease of 3.0% from the previous year. These reductions are primarily the result of site-specific energy efficiency and optimization initiatives. In addition to continued efficiency efforts, our focus in coming years will also include procurement of additional renewable energy through both on-site and off-site projects.



80% progress toward 2025 GHG reduction goal.

Water Reuse, Reclamation and Reduction

Water is a vital resource, and managing it appropriately is critical both for the communities in which we operate and serve and our own business continuity. According to the United Nations Global Compact's CEO Mandate, if current trends persist, by 2030 we will have only 60% of the fresh water we need worldwide.³

Avantor measures and tracks water use through our sustainability performance module and implements water reuse, reclamation and reduction initiatives. To ensure we can future-proof water

sources and quality for our operations and surrounding communities, in 2022 we embarked on a multi-year water management strategy focused on our operations in high- and very-high stressed water areas. Avantor has identified that it has operations in high water-risk areas in Asia, North America and Europe.

Water use across the majority of our sites decreased in 2022, driven by targeted efforts, such as replacing leaking and failed steam traps that reduce boiler makeup water. However, one of our sites saw a sizable increase in reported water use due to increased production. As a result, our aggregate water use increased to 2,700 ML, an increase of

41% over the previous year. Leveraging our Avantor Business System processes, we have established a team, initiated an assessment and are evaluating options to improve performance at this key manufacturing facility.

Landfill Diversion and Waste Management

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

Our 2022 efforts culminated in a 54.5% waste diversion-from-landfill rate within our operations.

¹ IPCC Report Summary for Policymakers: https://www.ipcc.ch/report/ar6/wg2/downloads/report/IPCC_AR6_WGII_SummaryForPolicymakers.pdf

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

³ UN Global Compact, Water Stewardship: <https://unglobalcompact.org/take-action/20th-anniversary-campaign/uniting-business-to-tackle-covid-19/waterstewardship>



**IMPACT
STORY**

Reducing waste in everyday shipment handling

Our efforts on sustainable packaging continued in 2022, resulting in innovative solutions that not only lead to less waste production, but also create new efficiencies for our customers. One such innovation came in the form of a new

packaging system that significantly cuts down on shipping materials versus traditional packaging processes.

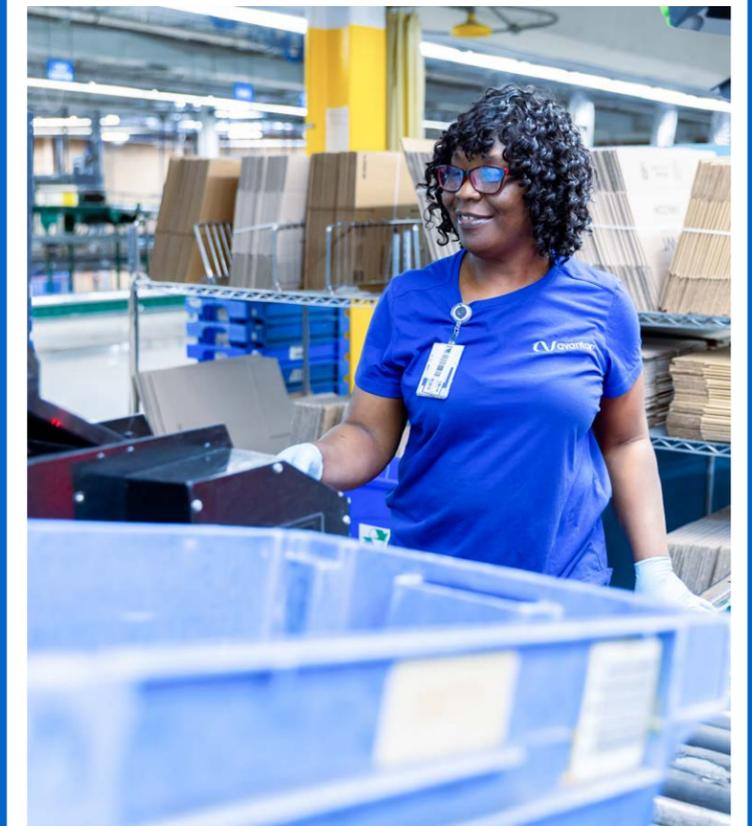
Beginning with installations at our Bridgeport, New Jersey and Bruchsal, Germany distribution facilities, this new packaging system utilizes state-of-the-art automation technology capable of processing a range of order sizes at higher rates of speed, enhancing our operational efficiency, and enabling us to box and ship products to our customers faster and with less shipping materials than ever before. By matching each product with the most appropriately sized packaging, this system reduces the amount of empty space in each box eliminating the need for filler to protect products in transit. In 2022, the new packaging system saved approximately 18,000 pounds of shipping materials at the New Jersey facility and approximately 60,000 pounds of filler material at the Germany facility.

Another waste reduction initiative launched at our distribution centers was the digital delivery notes program. This program eliminates the need for traditional printed paper packing slips or notes included with each of our boxed shipments, while offering customers more efficient methods of accessing their shipment information. The switch to digital delivery notes also eliminates the need for accompanying plastic covers, which not only reduces plastic but also improves the overall recyclability of our cartons. Using this system, customers can either scan a QR code stamped directly on the exterior of each box to access detailed shipment information or download a digital version of this information through our global e-commerce channel VWR.com.

These programs exemplify how smarter solutions in everyday shipment handling can result in more sustainable business practices and better service offerings for our customers.

Optimizing Packaging for a More Sustainable Supply Chain

In our spirit of continuous improvement, supply chain and operations teams across our global distribution centers work to identify and implement opportunities to increase the use of recyclable and recycled content materials in packaging, and utilize product-to-package ratio optimization systems.



Creating a sustainable future with smart solutions



In our role as a leading global provider of mission-critical products and services to customers in biopharma, healthcare, education & government, and advanced technologies & applied materials industries, enabling innovations is imperative.

Avantor is trusted to provide innovative, novel and sustainable product and service solutions for some of the world's most demanding applications and complex scientific challenges.

Aligned to our ICARE value of innovation, we know the best ideas come from the collaboration of diverse perspectives.

Expanded Offerings, New Possibilities

Our innovation and New Product Introductions (NPI) strategy is designed to meet our customers' exacting requirements. In 2022, we expanded our bioproduction offerings, strengthened our proprietary lab research products through a new collaboration, and enabled customers to utilize custom cGMP products through the full development cycle from early-stage research to scale-up and commercialization. We also extended our proprietary and third-party product offerings to further support our customers' growing biologics platforms,

including monoclonal antibodies, cell and gene therapy and mRNA.

Offering Environmentally Preferable Products

In addition to developing new products in-house, we identify new product offerings to deliver sustainable product solutions to our customers.

Through our Environmentally Preferable Products (EPP) program we can provide greater product transparency to our customers, helping them make informed sustainable purchasing decisions. We work with our suppliers to designate sustainable products, materials and equipment based on one or more of the attributes listed below:

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

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

To qualify for the EPP green leaf designation, products must incorporate one or more of the sustainability attributes. Each product claim is reviewed against a verification methodology that outlines the acceptable criteria a product must fulfill to obtain the EPP designation. Where possible, we leverage recognized third-party and government agency programs to verify the environmental claims of the product.

To make it easy for customers to find more sustainable products offered by Avantor, EPPs are searchable and identifiable on our [vwr.com](https://www.vwr.com) sales site via the green leaf icon. When available, the option to filter for "Environmentally Preferable" within a product category will be displayed. Avantor is continuing to develop and release product literature for specific EPP products as well as our EPP program as a whole.

Optimizing processes minimizes waste in biopharma production

As demand for novel treatments and therapies expands the biologics market, our customers seek innovative solutions to streamline biopharma production while ensuring the highest quality, safety and reliability within their workflows. Traditional biopharma manufacturing includes two essential workflows. First, large quantities of raw materials, such as buffers and salts, are processed in bulk containers. Second, large quantities of water are utilized for container sterilization to prevent cross-contamination. Both workflows create the potential for waste of raw materials, water, sampling and quality related consumables, as well as costs associated with staffing these highly regulated workflows.

With our expertise in biopharma production and research and development, we developed the J.T.Baker® Direct Dispense packaging system and Hydration solution platform to address the challenge of efficiently producing

biologics while eliminating waste. Unique as an offering, these products provide customers with precise, ready-to-use amounts of either raw materials or solution required in the earliest stages of biopharma production. By offering ready-to-use products and services, we eliminate many of the traditional early steps in the biopharma preparation process, effectively reducing raw materials required. Utilizing these systems, customers receive their specified powders or buffer solutions pre-weighed and ready for use, prepared by Avantor biopharma production teams.

In addition to time, staffing and cost savings, one customer employing the J.T.Baker® Direct Dispense packaging system reported a reduction in raw material yield losses per run. Eliminating waste in biopharma production workflows is just one example of our investment in innovations that make a difference in building a more sustainable future with smart solutions.

IMPACT STORY



Biodegradable solutions support sustainability

Acting on our Science for Goodness commitment, we responded to new information stating a chemical often used in the process of protein extraction (called cell lysis) and viral inactivation was placed on the Substances of Very High Concern (SVHC) list by the European Chemical Agency under REACH regulations. Upon receiving this information, Avantor R&D scientists set to work to eliminate this chemical from our product offerings.

Triton X-100 is widely used in cell lysis processes. It belongs to a group of chemicals that were found to be toxic to aquatic organisms when entering the environment through waste streams. In response, our biopharma production specialists began rigorous product research and testing to find effective

solutions for critical cell lysis and viral inactivation processes without the use of Triton X-100.

The result is our new J.T. Baker® Cell Lysis Solution and J.T. Baker® Viral Inactivation Solution, which are biodegradable and exhibit low ecotoxicity. It is easily cleared from drug substance during downstream process and offers product performance comparable to industry standard.

Creating more sustainable and highly effective solutions for our customers is another way Avantor delivers on our commitment to innovate new products and offerings with our customers and environment in mind.

IMPACT STORY



Customer Collaborations Driving Sustainability Progress

Avantor Services onsite teams help customers manage and optimize laboratory operations and supply chain in an end-to-end solution so scientists can focus on innovation. Through these collaborations within more than 500 customer partnerships — some dating back 40 years or more — we support our customers' sustainability goals as well as the sustainable lab movement by implementing streamlined scientific workflows to resolve inefficiencies, minimize waste and reduce environmental impacts.

Partnering for more sustainable labs

In 2022, Avantor Services continued its support of the sustainable lab movement with its second annual sponsorship of My Green Lab®, a non-profit organization whose mission is to build a global culture of sustainability within the lab. Recognized by the United Nations Race to Zero campaign as a key measure of progress toward a zero-carbon future, My Green Lab is considered the gold standard for laboratory sustainability best practices around the world.

Taking an active role in this progress, Avantor Services onsite teams participate in and achieve My Green Lab accreditation through its Ambassador Program, and My Green Lab-accredited professional (AP) courses and combine it with our expertise around lab operations and supply chain, as a means of helping customers identify and implement sustainable laboratory management practices.

Reducing Product End of Life Impacts

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

We offer comprehensive waste reduction programs for a variety of products, including disposable apparel and gloves, pipette tip boxes, safety equipment and protective gear, batteries and more. The programs provide a complete waste collection, shipment and recycling solution. We collaborate with our customers to find recycling solutions that fit their needs and help them meet their sustainability goals. Through these customer-facing recycling programs, we recycled 520 MT of waste in 2022.

Helping customers achieve My Green Lab® certification

Putting our expertise into practice, Avantor Services associates drove the effort to help a customer achieve My Green Lab certification for one of its sites, helping the customer progress one of its key goals. Our teams collaborated with 400+ members of the customer's lab community including lab managers, R&D leaders, supplier partners, environmental, health and safety (EHS), procurement leads, and others over a 12-month period. Working across eight buildings, the Avantor Services team advanced our customer's baseline score from Bronze-level certification to Gold-level certification through the following four areas:

- **Waste Reduction and Recycling:** After attending waste map training, our My Green Lab-accredited team members identified opportunities to improve waste reduction and recycling
- **Electrical Plug Load:** Introduced a traffic light system which enabled easy identification of individual equipment that could be switched off after use, thus reducing energy consumption



**IMPACT
STORY**

- **Cold Storage:** Completed the 2022 My Green Lab Freezer Challenge – saving 97kWh/day, equal to three homes worth of energy per year
- **Infrastructure and Energy:** Worked with facility managers to provide knowledge to lab users of how their activities impacted infrastructure and energy

With this certification achieved, Avantor Services continues to help our customer implement other changes as well as plan for recertification in two years with the aim of achieving Green Level certification by 2030. Avantor Services is proud to provide customer-centric solutions to progress the lab sustainability movement, while also directly contributing to Science for Goodness.

Community Engagement

Taking action to build a better world

Goals

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

Impact at a glance

\$1.3+
million

In products donated to support education and disaster relief efforts.

10,000+

People provided healthcare services through Foundation grants.

\$1+
million

In Avantor Foundation grants.

6,000+

Underserved high school students provided STEM education through Foundation grants.



Giving goodness

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

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

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

- **STEM (Science, Technology, Engineering and Math) education:** Invest in the future of science through STEM education programming
- **Healthcare to those in need:** Support a healthier society by providing basic healthcare services

and workers to people who are impoverished, do not have access to healthcare or need support because of a disaster

- **Environmental stewardship:** Protect our environment through clean-ups and other volunteerism efforts

Avantor Foundation Grant Giving

The Avantor Foundation, the philanthropic arm of Avantor, Inc., partners with organizations from around the world who support its mission to advance science education and provide healthcare to those in need. Since its inception, the Avantor Foundation has surpassed \$7 million in giving, including more than \$1 million in 2022. As part of our giving philosophy, we work to identify volunteerism opportunities with Foundation grantees for Avantor associates to deepen/strengthen our partnership.



GIVING GOODNESS PORTAL AND DONATION PROGRAM LAUNCHED

The Avantor Foundation's new Giving Goodness portal elevates the way associates make a positive impact in communities around the globe. The portal provides access to the Foundation's new Matching Gifts program, where associates submit eligible financial donations for a dollar-for-dollar match as well as submit personal volunteer time for a Dollars for Doers financial match to amplify their community efforts. Associates can also submit volunteer opportunities through the portal to share with peers as well as search and sign up for other posted volunteer events.

With the launch of the Giving Goodness portal and its matching programming, associates are empowered to take an increasing role in helping their communities and extend the good we create together.



Avantor Foundation

Project HOME

Foundation grantee in Philadelphia, PA, U.S.

Project HOME’s mission is to support the health and wellness needs of people who are experiencing homelessness or living in underserved communities in Philadelphia. Project HOME empowers adults, children and families to break the cycle of homelessness and poverty through supportive housing and comprehensive services. An Avantor Foundation grant funded the expansion of Project HOME’s mobile nursing program, a service that addresses acute health issues, facilitates transfer of care, and handles coordination with outside primary care providers. Avantor associate volunteers also supported Project HOME by creating hygiene kits that were distributed to aid those in need.

PROGRAM STATISTICS:

- 570+ Project HOME residents and Hub of Hope patients served by the Mobile Nursing Program
- Nurse coverage at the Hub of Hope increased from 12 hours to 40 hours per week
- 58% of permanent Project HOME residents took advantage of the opportunity to see a medical provider
- ~1,000 hygiene kits donated to support those in need

American Indian Foundation

Foundation Grantee in Tribal areas of the Thane District, Maharashtra, India

The American Indian Foundation (AIF) is committed to improving the lives of India’s women, children and youth by catalyzing social and economic change. Working closely with local communities, AIF partners with NGOs to develop and test innovative solutions to create sustainable impact. An Avantor Foundation grant enabled AIF to establish quality STEM labs to support the development of students’ scientific research skills. As an essential part of the program, Avantor associates volunteered to mentor and inspire students to pursue STEM careers.

PROGRAM STATISTICS:

- More than 3,000 students in grades 9-12 were exposed to quality science labs, with a focus on Biology and Chemistry
- Established 15 science clubs at 15 intervention schools enabling 990 of the total students engaged to meet weekly in small groups to focus on science
- 68 teachers received science and math training supporting STEM programming

Engineering Development Trust

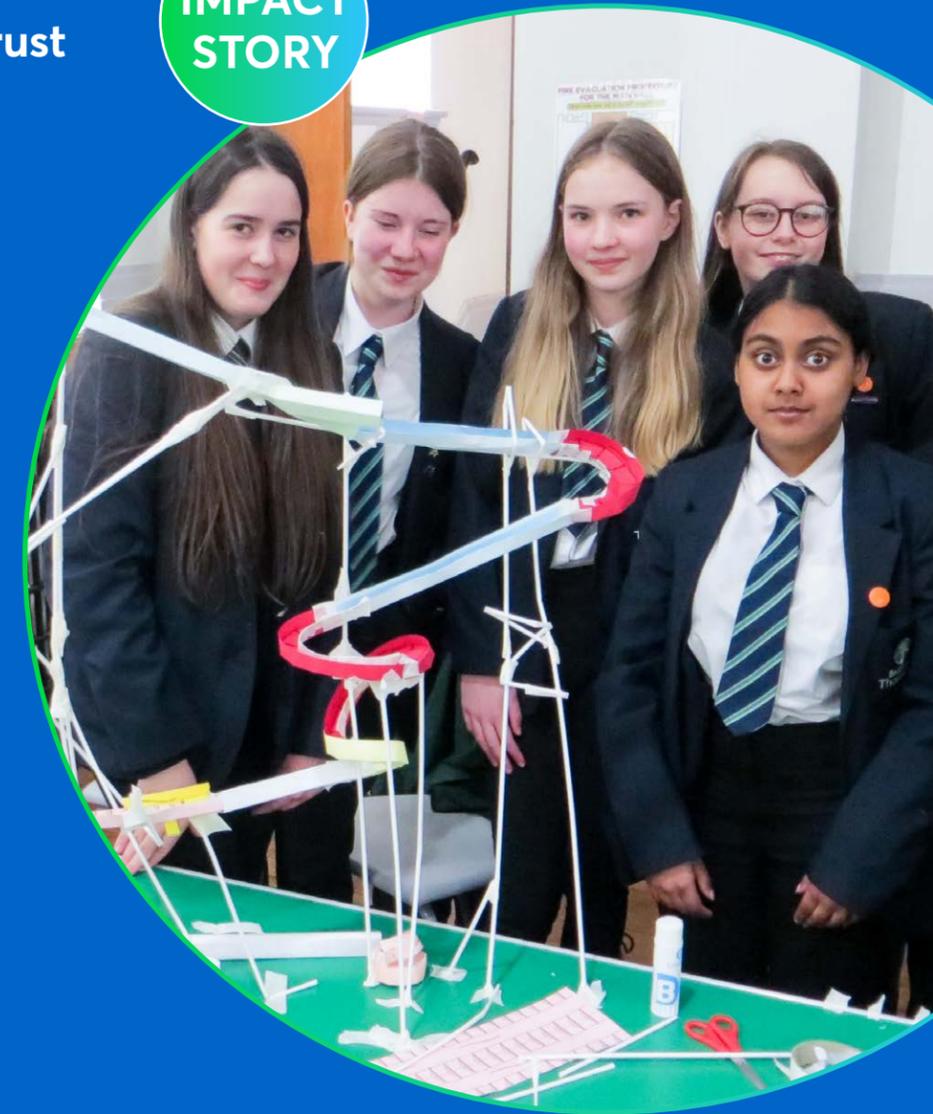
Foundation Grantee in Hertfordshire, U.K.

The aim of Engineering Development Trust (EDT) is to help create a society where all young people develop STEM skills, knowledge and experience focused on enabling them to take control of their future and change the world around them. With the Avantor Foundation grant, EDT developed STEM experiences for students ages 14-17 to enhance their understanding of career opportunities and the industries Avantor serves. As a part of this grant, EDT created a week-long STEM work experience where 27 Avantor team members from around the world volunteered to present and participate in virtual panel discussions with students.

PROGRAM STATISTICS:

- More than 2,100 young people across the UK participated in various STEM activities
- 22 Work Experience Days were delivered (21 in England and one in Ireland)

IMPACT STORY



Mobilizing Science for Goodness



We extend our community impact through company-organized volunteerism activities. Building upon our 2021 efforts, leader-led and Avantor Foundation grantees activities increased and our Associate Centric Teams (ACTs) activated their community pillar.

Our ACTs organized volunteer activities for members and allies ranging from collection drives to backpack stuffing events. For example, our PRIDE Network ACT held a month-long food collection drive at our Radnor location to combat food insecurity experienced by members of the local community in southeastern Pennsylvania. The amount of donated

food items was matched by the PRIDE Network ACT at the conclusion of the food drive. In total, seven volunteer events were held across all ACTs promoting science education, health and well-being.

Interest in providing mental health support and access to others inspired associates to volunteer with 7 Cups Foundation, an organization that trains individuals to be "listeners" for those in need of mental health support. These virtual sessions covered the importance of empathy, active listening and communication to support mental health while helping others. Trained "listeners" then use the 7 Cups Foundation platform to help others in need.

Associate Volunteering

In honor of Giving Tuesday, we piloted a new kitting volunteer program at our Bridgeport, New Jersey and Haasrode, Belgium distribution centers. Associates at our Bridgeport location created 215 disaster relief packs for Florida hurricane and Kentucky tornado victims. At our Haasrode distribution center, associates created 400 disaster relief packages



for refugees from Ukraine. Both events created an opportunity for onsite associates to participate in a team-based community engagement activity with no disruption to daily shipping operations.

Corporate donations

In addition to, but separate from our Foundation, Avantor donated more than \$1.3 million in products to support disaster relief efforts and STEM education. A majority of our 2022 product donation supported Medizinhilfe Karpato-Ukraine to help treat injured people in Ukraine as well as refugees. Avantor also supported scientific research and STEM education around the globe by donating lab supplies and STEM kits to non-profits, schools and universities. In one such case, products donated in Korea were used by local universities to strengthen students' scientific capabilities, research new drugs and propel scientific breakthroughs.

"I gave a "job seeking and interview skills" workshop to a group of students who were engaged, enthusiastic and eager to learn. It felt good to be able to positively contribute to a talented community of young people at one of the most crucial (and exciting) moments in their career journey – right at the start! It was a rewarding experience."

Aaron Pinney
Supervisor, Talent Acquisition, Europe

"Company match enables me to double my giving to charities I care about. It's also amazing that we can get credit for volunteer hours. I LOVE it! Giving is an incredible way to help the community and feel like you're part of something positive."

Beth Koller
Customer Service Representative, Americas

Governance & Integrity

Doing good as one

Goals

- Launch Avantor Responsible Supplier Program

Impact at a glance

- Launched pilot Responsible Supplier Program
- Enhanced associate required ethics and compliance trainings
- Incorporated measurable targets related to two ESG metrics – leadership diversity and greenhouse gas emissions – into the annual Incentive Compensation Plan.¹

¹ See Avantor **2023 Proxy Statement** for details



Instilling Science for Goodness



Driving Strong Corporate Governance

The role of our Board of Directors

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

Board composition

Director independence: The Avantor Board has 10 members, nine of whom are independent, as defined by the New

York Stock Exchange's (NYSE) corporate governance listing standards. In addition, each of the Board's three standing committees — the Audit and Finance Committee, the Compensation and Human Resources Committee and the Nominating and Governance Committee — are composed entirely of independent directors. This year is the completion of the first year in which all directors were elected by our stockholders, as we transitioned from a staggered board.

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

To ensure free and open discussion and communication among the nonmanagement directors of the

Board, independent directors meet in executive sessions without members of management present.

Please refer to our **2023 Proxy Statement** and **Investor Relations website** for more information regarding our Board of Directors and Corporate Governance Guidelines.

About Our Board Members

Our directors possess a rich mix of perspectives, skills and experience that benefits stockholders by promoting effective oversight of our strategy and operations. Avantor's commitment to diversity begins with the Board itself. Our Independent Board of Directors brings a broad range of expertise, experience and diversity, all of which help to collectively guide the company's growth path. Our Board believes diverse viewpoints support a more effective decision-making process; therefore we are committed to enhancing our Board's diversity — including gender, racial, ethnic and age diversity — through the Board's strategic refreshment process.

Board oversight of strategy and risk

As a whole and through its committees, the Board oversees Avantor’s strategy and risk management, including key environmental, social and governance (ESG) matters.

Our approach fosters collaboration among directors and Company leaders to proactively identify risks and opportunities, navigating them in the following ways:

Audit & Finance Committee

Assists the Board in fulfilling its risk oversight responsibilities by periodically reviewing our accounting, reporting and financial practices, including the integrity of our financial statements, the surveillance of administrative and financial controls, our compliance with legal and regulatory requirements and our Enterprise Risk Management (ERM) program. During regular meetings with management, including the finance, legal, internal audit, tax, compliance and information technology functions, the Audit & Finance Committee reviews and discusses risk insights and mitigation

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

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

Compensation & Human Resources Committee

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



and regulatory compliance with respect to compensation matters.

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

As part of this process, the Committee continues to evaluate the appropriate

inclusion of our ESG goals into Avantor’s compensation plan.

During the year the Committee commonly reviews CEO and leadership succession, talent/compensation philosophies and human capital KPIs, and updates the Board on DEI initiatives, workplace culture and talent retention.

Nominating & Governance Committee

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

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

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

Stockholder Rights

Our Board is committed to best-in-class corporate governance practices. We have adopted robust stockholder rights that increase stockholder engagement and emphasize our commitment to director accountability. Examples include:

- A majority voting standard in uncontested elections of directors and a resignation policy applicable to incumbent directors not receiving the requisite percentage of favorable votes
- Proxy access for stockholders meeting reasonable ownership criteria
- Measures that permit stockholders holding 20% or more of our common stock to call special meetings of stockholders under specified circumstances

The Nominating & Governance Committee monitors developments in governance practices, regularly evaluates our governance structures to ensure we are meeting stockholder expectations,

and brings proposed changes to the Board for approval.

Executive Compensation

The goal of our executive compensation program is to attract and retain highly skilled executives and foster long-term retention through our pay-for-performance philosophy.

To achieve this goal, Avantor's executive compensation program has an emphasis on long-term equity with direct linkage tied to attainment of defined company objectives achieved and vesting over time. Since we became a public company, our stockholders have consistently voted in favor of the compensation of our named executive officers, as disclosed in our **Proxy Statement**.

To continue to drive progress across our sustainability strategy, our executive compensation plan includes performance metrics tied to Avantor's short- and long-term ESG goals. Specifically, we have incorporated measurable targets related to leadership diversity and greenhouse gas emissions into the annual Incentive Compensation Plan. Details are outlined in our **2023 Proxy Statement**.



Risk management and regulatory compliance

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

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

ERM Roles and Responsibilities

Avantor’s ERM program is led by its Executive Leadership Team and is based on an enterprise-wide “top down” and “bottoms up” view of commercial, strategic, legal, compliance, human capital, cyber and reputational risks along with strategies for mitigating those risks. Avantor’s Executive Leadership Team also oversees efforts to integrate sustainability and corporate responsibility into Avantor’s strategic planning, risk management and reporting.

Day-to-day responsibility for Avantor’s Sustainability Program resides with our Sustainability Committee — a cross-functional collection of leaders, who provide diverse perspectives in assessing the impact of sustainability factors and make strategic recommendations to Avantor’s Executive Leadership.

ERM Oversight

- Board of Directors and Audit Committee - Reviews periodic reports on top risks, mitigation plans and ERM program design and approves Management’s approach and strategy concerning specific business risks, as well as relative risk tolerance overall
- Executive Leadership Team - Allocates resources for ERM program design and activities addressing business risks; sets priorities for assessing and mitigating various risks
- Business Risk Owners - Analyze risk, develop risk mitigation strategies and monitor assigned risks using standard templates and methodologies

- Internal Audit - Serves as an advisor on the Risk Committee and validates select risk mitigation activities on a periodic basis as part of annual Internal Audit Plan

Data and Information Security

Avantor’s Information Security program incorporates the management of defined requirements based on leading industry standards and utilizes a National Institute of Standards and Technology (NIST) framework to protect the confidentiality, integrity, and availability of the organization’s information systems and data. We understand cybersecurity threats are constantly evolving and have implemented a comprehensive and adaptable approach to strengthen our security posture to protect our business operations and data. Information Security is a cornerstone of company-wide operations that is given high priority led by the Chief Information Security Officer, and managed by a team of experienced professionals within our Information Security and Risk Management (ISRM)

department. The team is accountable for the development, execution and continuous monitoring of key areas such as:

- Policies and Standards
- Security Operations
- Risk Assessment and Management
- Third-Party Risk Management
- Threat and Vulnerability Management
- Enterprise-wide Security Awareness and Training

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

Data Privacy

Avantor is committed to ensuring our stakeholders’ data remains secure and confidential and is only used according to specified business purposes and applicable laws. We are also committed to the fair and lawful treatment of

personal information about associates and contract workers (past or present), prospective employees and associates' dependents, beneficiaries and emergency contacts that Avantor collects or processes, or that others have collected or processed on our behalf.

Regulatory Management

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

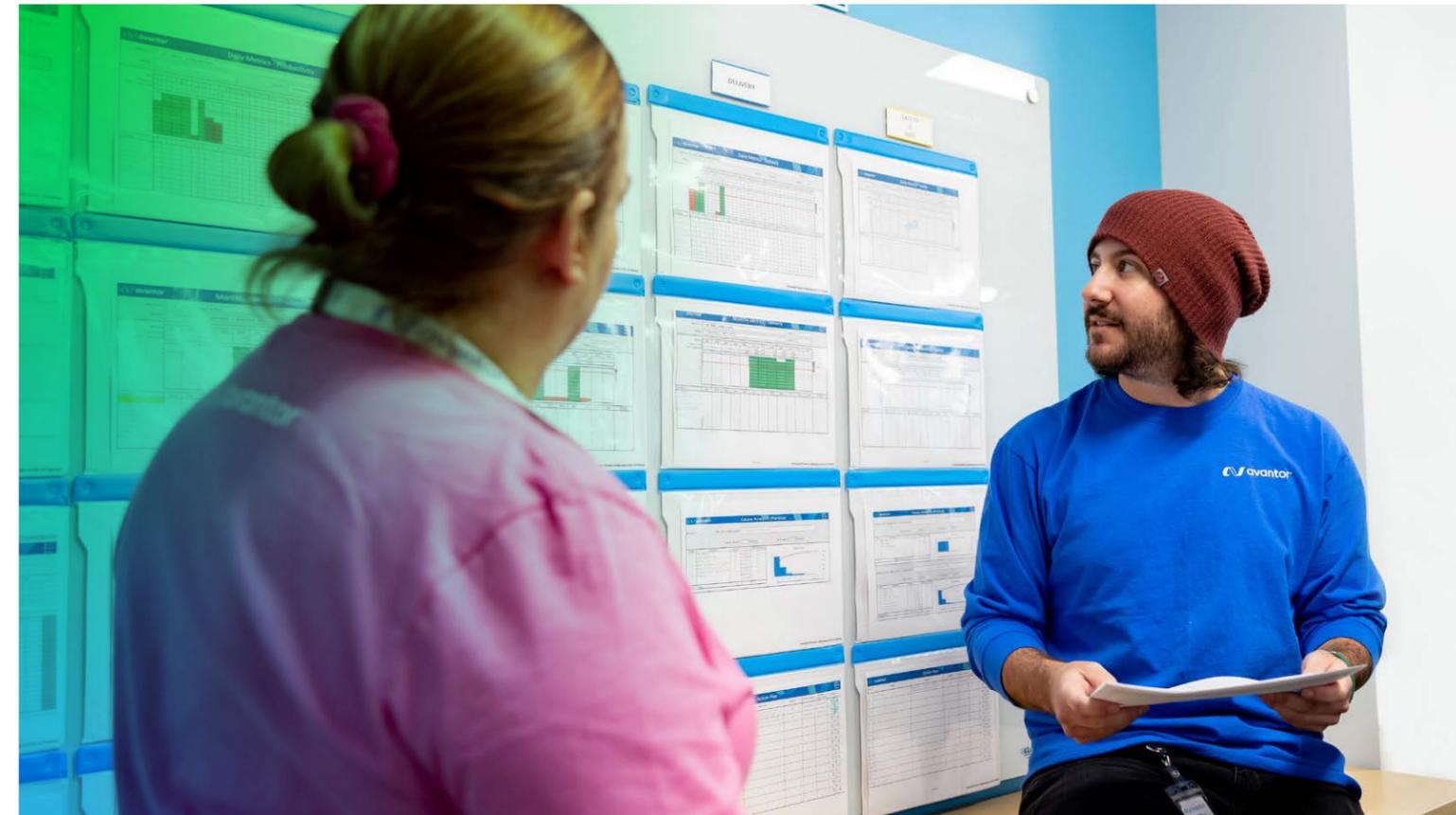
We focus our efforts on conducting business in full compliance with relevant national and international laws and regulations, focusing on: Environment, Health, Safety, Security & Sustainability (EHSS&S); Product Information Compliance; Quality; and Regulatory Affairs.

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

Business Continuity

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

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



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

Continuous Improvement Training

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

In 2022, we trained 3,000+ associates to leverage our kaizen methodology and ABS toolkit. They completed more than 450 kaizen events focused on improving critical business processes.

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

Product safety and compliance policies

Quality Management

We conduct our business in full compliance with all national and international laws and regulations. For more than a century, Avantor has helped set the global standard for quality and purity in product manufacturing. Quality is an essential element of every process, program, product and solution from Avantor and is the foundation for the value we deliver to our customers every day. Product quality is assured by our quality systems, which begin with an effective design protocol and continue through the supply chain, from vendor qualification through product distribution.

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

Our 13 cGMP facilities and 34 ISO-certified

distribution facilities create a manufacturing and distribution network that is designed to meet stringent Quality and Regulatory requirements and standards.

We have filed and maintain over 800 master access files (MAF) and drug master files (DMF) that are registered with regulatory authorities globally—helping to simplify medical and pharmaceutical product approval processes by allowing manufacturers to reference our products as part of their own applications.

An integral part of our total quality performance is the commitment of well-trained associates focusing on continual improvement through process excellence. In 2022, Avantor associates completed 2,700 quality-related trainings. These curated trainings help ensure Avantor retains a best-in-class culture of improvement and collaboration, and well-established process controls in meeting all customer requirements error free, on time, every time.

ISO 14001

ENVIRONMENT

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

ISO 45001

HEALTH AND SAFETY

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

ISO 13485

QUALITY

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

ISO 9001

QUALITY

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

European Integrated Management System Completes ISO Recertifications

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 zero non-conformities across the network. The audit's scale included 21 days of onsite evaluation to complete our Integrated Management System focusing on ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018. This triple recertification is an example of Avantor's commitment to uphold industry best practices in quality and safety.

Supply chain management



Responsible Supplier Program Expands

We recognize that our supplier relationships are key to achieving our long-term sustainability goals and aim to work with suppliers sharing this commitment to making a positive impact together. We're building on our strong supplier relationships, some of which have been in place for more than twenty years, to achieve our long-term sustainability goals. This was the basis for launching the Avantor Responsible Supplier Program, beginning with the release of the Avantor Responsible Supplier Code of Conduct in 2021 that outlined fundamental sustainability expectations

for our suppliers, contractors, and non-governmental organizations.

In 2022, we developed and piloted a Responsible Supplier Program, consisting of three pillars: Performance, Collaboration, and Recognition.

PERFORMANCE:

Measure and improve the sustainability performance of our suppliers

1. Identify priority sustainability topics and indicators, and those suppliers likely to have a large impact in one or more of these areas
2. Monitor suppliers' progress against our priority topics
3. Identify gaps in supplier performance

2022 Actions

- Identified our priority sustainability topics: climate change, deforestation-free products, human rights, responsible packing, waste and water use
- Assessed our monitoring practices

COLLABORATION:

Partner with our suppliers to identify and implement solutions that accelerate sustainability

1. Collaborate with our suppliers individually to improve performance gaps and progress mutually beneficial sustainability opportunities
2. Form collaboration groups with our supplier partners to address macro-level sustainability concerns and opportunities in the supply chain
3. Provide proactive sustainability solutions resulting from collaboration efforts to our supplier base to accelerate sustainability progress

2022 Actions

- Collaborated with a select group of suppliers and customers to identify priority sustainability topics and corresponding initiatives to accelerate

sustainability within the life sciences supply chain

RECOGNITION:

Reward our suppliers for exceptional sustainability performance and collaboration

1. Incentivize our suppliers to adopt sustainable behaviors and practices
2. Recognize those suppliers who accelerate our priority sustainability topics and engage on sustainability with an open-market mindset
3. Publicly reward those suppliers who perform and collaborate well on sustainability

We have employed a web-based ratings platform and supplier management technology to further support our Responsible Supplier Program. Together, these technologies will enable more effective supplier monitoring and collaboration. Over the next several years we will continue to rollout the Responsible Supplier Program, modifying as needed to ensure a robust external supply chain management program.

Avantor's Supplier Assurance Program in Asia

Our Supplier Assurance team ensures that best-in-class supplier practices and standards for suppliers are consistently met. As a global company with presence in Asia, we have dedicated a team of Assurance Managers and Quality Inspectors based in India, Malaysia and

China, to carry out annual assurance audits, and several recertifications through American Society for Quality (ASQ) every three years. Our process is designed to make sure all supplier assurance audits get validated and scored according to the highest standards.

Assurance Overview

Supplier assessment requirements and schedules are determined through an internal risk profile exercise conducted each year. Annual on-site audits consist of a detailed assessment of the supplier's entire site, practices and people in alignment with the ASQ Certified Quality Auditor Book of Knowledge guidelines, as well as internal Avantor guidelines (see inset). Our team completes a detailed audit form, including photographic evidence of the site and documented interviews with workers to verify findings. The Supplier Assurance scorecard, results and remedial actions are shared with the supplier. If the audit reveals significant deficiencies and remedial action is required, the auditor will schedule regular meetings to resolve all issues.

Comprehensive on-site audits include the evaluation of the following key elements of social and labor conditions, and new in 2022, environmental conditions:

- Employment conditions
- Wages
- Working hours
- Working conditions, health and safety
- Personal protective equipment (PPE)
- Employment relations
- Greenhouse gas management and reduction
- Renewable energy
- Water management and reduction
- Waste management and reduction
- Recycled packaging
- Environmental controls and management

In addition to scheduled audits, random process audits are also carried out by our Assurance Managers covering quality, labelling, packaging and documentation.

Any adverse findings are managed in accordance with our Corrective and Preventative Action (CAPA) process.

Our Supplier Assurance team also supports continuous improvement reviews. We review and evolve our Supplier Assurance process to include new best practices. To do this, our Supplier Assurance team members regularly meet to carry out an after-action review of the Assurance process, discuss lessons learned, and promote better practices in the future.

IMPACT STORY



"The customer was thoroughly impressed with the way their audit was handled, as well as the respect Avantor showed to everyone. In her 30 years with the company, she had never seen a more thorough audit nor desire to help."

Safety solutions supplier

Conflict Minerals

Avantor is dedicated to sourcing tin, tantalum, tungsten and gold (conflict minerals) from suppliers that share our values and adhere to practices that do not support armed conflict or human rights abuses. We rely on our suppliers to provide information about the origin of their conflict minerals contained in or used to manufacture the components,

raw materials and products supplied to us, including sources of these minerals that are supplied to them from sub-tier suppliers. Avantor follows a five-step process for its conflict minerals due diligence practices in accordance with the OECD guidelines. This includes requesting that suppliers use the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template to identify the metal smelters or refiners and

associated countries of origin. A tracking system monitors their responses and due diligence progress to further promote transparency in our supply chain.

Ethics Helpline for Suppliers

Avantor is committed to an environment where open and honest communication is the expectation, not the exception. In 2022, Avantor expanded access to our

associate ethics helpline to suppliers so that hard-to-reach workers have an avenue by which to raise concerns and inform us about violations to our policies. The helpline is provided in a few languages, can be accessed globally from anywhere and is available 24 hours a day, 365 days a year.



Supplier Diversity Program

The Avantor Supplier Diversity strategy is designed to:

- Increase utilization of diverse suppliers by dedicating resources, building mutually beneficial programs and setting and tracking goals
- Provide opportunities for diverse suppliers to increase their core competencies and educate our associates on the business imperative for supplier diversity
- Support trade and external organizations charged with progressively creating best-in-class supplier diversity strategies and solutions

Avantor's Supplier Diversity solutions feature the expertise of our Supplier Diversity team connecting small and diverse businesses to our customers with a multi-faceted approach meant to exceed supplier diversity and small business engagement goals and objectives. We realize reaching multiple business goals – spend, reporting, trade association engagement, innovation,

economic impact, and others – can be challenging. That's why supplier diversity is a solution that matters.

To provide product choice for our customers as well as visibility when

products are purchased from small and diverse suppliers and manufacturers, we place icons on products identifying items offered by Small Business Enterprises (SBE) and/or Minority/Women Business Enterprises (M/WBE).

Throughout Avantor's North American reach, our Supplier Diversity team has created custom supplier diversity solutions and supported the growth and mentorship of over 1,200 small and diverse firms representing 16 diverse business classifications.



IMPACT STORY

Customized Supplier Diversity Solution Serves Research University

When one of our customers – a highly respected research university located in southeastern Pennsylvania, U.S. - was seeking to both secure supply and create local economic impact amid supply chain restraints, they turned to Avantor's Supplier Diversity team. Our team deployed a solution which engaged a local minority business enterprise (MBE) already working with the university and worked with the MBE to help them expand their offerings to align with the university's supply requirements. In the five years since this supplier diversity solution has been in place, the MBE has expanded their service and product offerings utilized by the university, significantly growing their business as well as hiring and providing job training for local community residents.

Business ethics



Code of Ethics and Conduct

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

Our core values guide our business actions and decisions, while our Code of Ethics and Conduct provides the foundation upon which we build trust with all our stakeholders. We maintain several policies to ensure we meet the highest standards in areas including conflicts of interest,

compliance with laws, use of Company assets, investigations and corrective actions for violations of Company policy and our general business practices.

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

We enhanced our required training in 2022 to ensure all associates are mutually informed and aligned around the foundational elements that contribute to building a strong, positive culture. Creating this alignment ensures all associates understand the important role they play in upholding the highest ethical standards while engraining integrity into our day-to-day work and interactions, always without compromise. Additionally, we developed new training modules on Unconscious Bias and Microaggressions that complement our required training on the Code of Ethics and Conduct. Avantor people leaders - responsible for fostering inclusive behaviors that support their teams in uncomfortable and critical conversations - received additional DEI modules to address microaggressions at work.

Ethics Helpline

As part of our ongoing commitment to maintaining strong ethical standards, we work with an independent service provider to operate our **Ethics Helpline** so concerns can be reported anonymously 24 hours a day, 365 days a year from anywhere in the world. We encourage all associates to

make use of the Helpline, as well as other avenues within the Company, to surface concerns while maintaining anonymity. Helpline resources are available in the local language of each region in which we operate.

All reports are received by Avantor's internal Legal team and are then shared with representatives from Human Resources and Internal Audit, respectively. Helpline reports and dispositions are reviewed no less than quarterly by the Audit & Finance Committee of the Board of Directors. Substantiated allegations and other significant matters may be escalated immediately to the Audit & Finance Committee.

Human Rights and Labor

Our people play a vital role in our success. We expect our management, associates, visitors, contractors, vendors and suppliers (and their suppliers) to respect human rights and to honor fair labor standards in all business operations around the globe. Even though we and our suppliers often operate in different countries — each with its own laws and practices — we will not

conduct business with any individual or company that we know exploits children (including through child labor), physically punishes workers, forces or indentures laborers or traffics humans.

We seek to provide a safe, healthy and desirable workplace with working conditions, wages and benefits that meet or exceed applicable laws and maintain proper working hours and compensation practices, including overtime pay, that are consistent with local law. We expect that anyone who conducts business on behalf of Avantor will operate similarly and act ethically, in compliance with the law, and in a manner that is consistent

with this Code of Ethics and Conduct and our policies. We periodically audit our suppliers to assess compliance with our expectations and to share best practices. Similarly, we cooperate with all authorized government investigations regarding labor practices.

Anti-Corruption Policies

Avantor does not tolerate corruption or bribery to obtain or retain business and is committed to abiding by the United States Foreign Corrupt Practices Act (FCPA) and the anti-corruption and anti-bribery laws of every country in which we operate.

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

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

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





Data Summary

PEOPLE AND CULTURE DATA

Total Associates¹



¹ Total associates include entire eligible employee population as of December 31, 2022.

Women in Management Positions, by Level

Position Level	Female	Male
Executive Leadership	38.5%	61.5%
Leadership	36.0%	64.0%
Individual Contributor	46.3%	53.7%

Percentage of Women in Leadership Positions³



³ Leadership positions are defined as manager & above.

Associates by Region

AMERICAS

6,835

EUROPE

5,525

AMEA

2,544



MALE
53%
7,930

FEMALE
44%
6,502

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

Associates by Employment Type, by Gender

FULL TIME

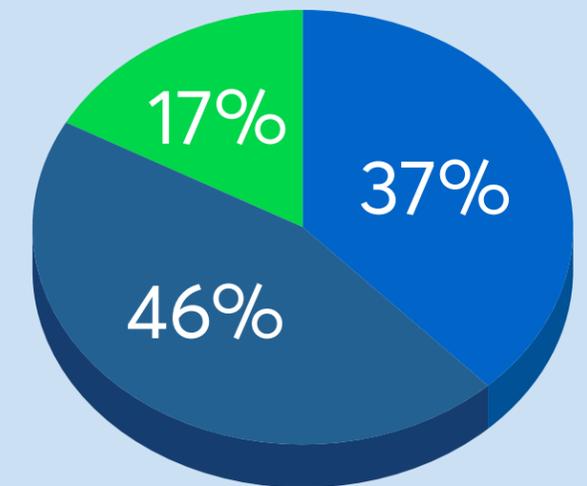
FEMALE 6,150

MALE 7,805

PART-TIME

FEMALE 352

MALE 125



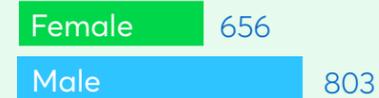
PEOPLE AND CULTURE DATA

Increase in Diverse Candidates



New Hires by Age and Gender

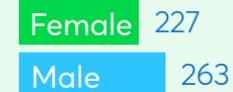
Under 30 years of age



Between 30 and 50 years of age

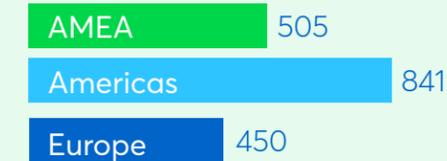


Over 50 years of age

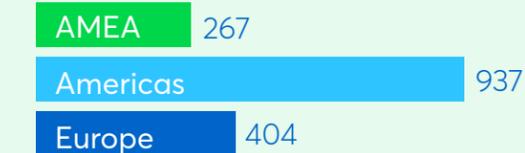


New Hires by Age and Region

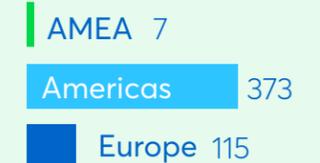
Under 30 years of age



Between 30 and 50 years of age



Over 50 years of age



Turnover by Level

Position Level	Voluntary		Involuntary	
	Number	%	Number	%
Executive Leadership	16	14.7%	6	5.5%
Leadership	179	10.8%	29	1.7%
Individual Contributor	2,258	17.8%	556	4.4%

The total rate of associate turnover in 2022 was 20.9%.

Turnover by Age and Gender

Under 30 years of age



Between 30 and 50 years of age



Over 50 years of age

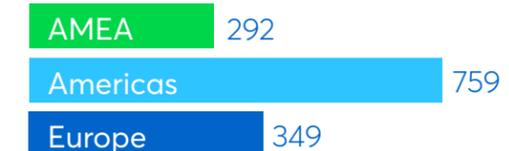


Turnover by Age and Region

Under 30 years of age



Between 30 and 50 years of age



Over 50 years of age



PEOPLE AND CULTURE DATA

Percentage of Employees Received Performance Review

100%

Total associates include entire eligible employee population as of December 31, 2022.

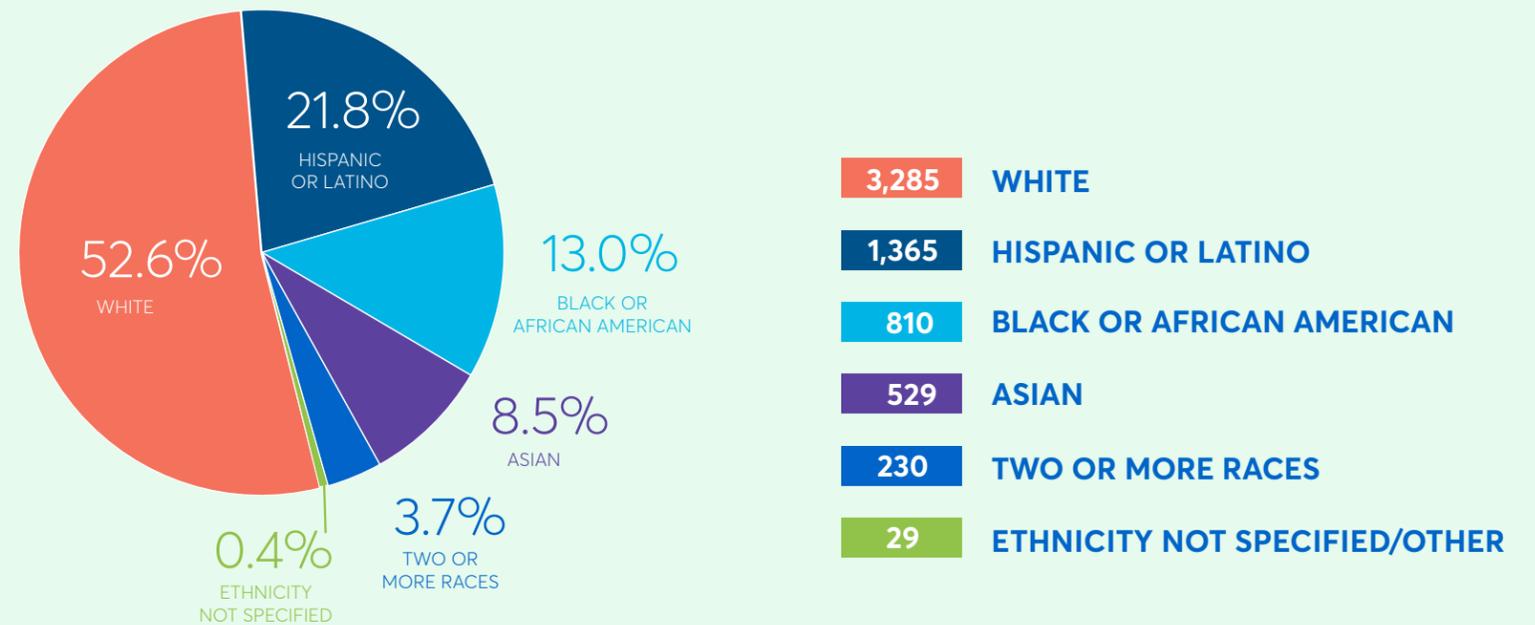
Our Safety Record by the Numbers

TOTAL RECORDABLE INCIDENT RATE (TRIR)



The lost time incident rate (LTIR) is 0.24.

Racial / Ethnic Group Representation of U.S. Associates



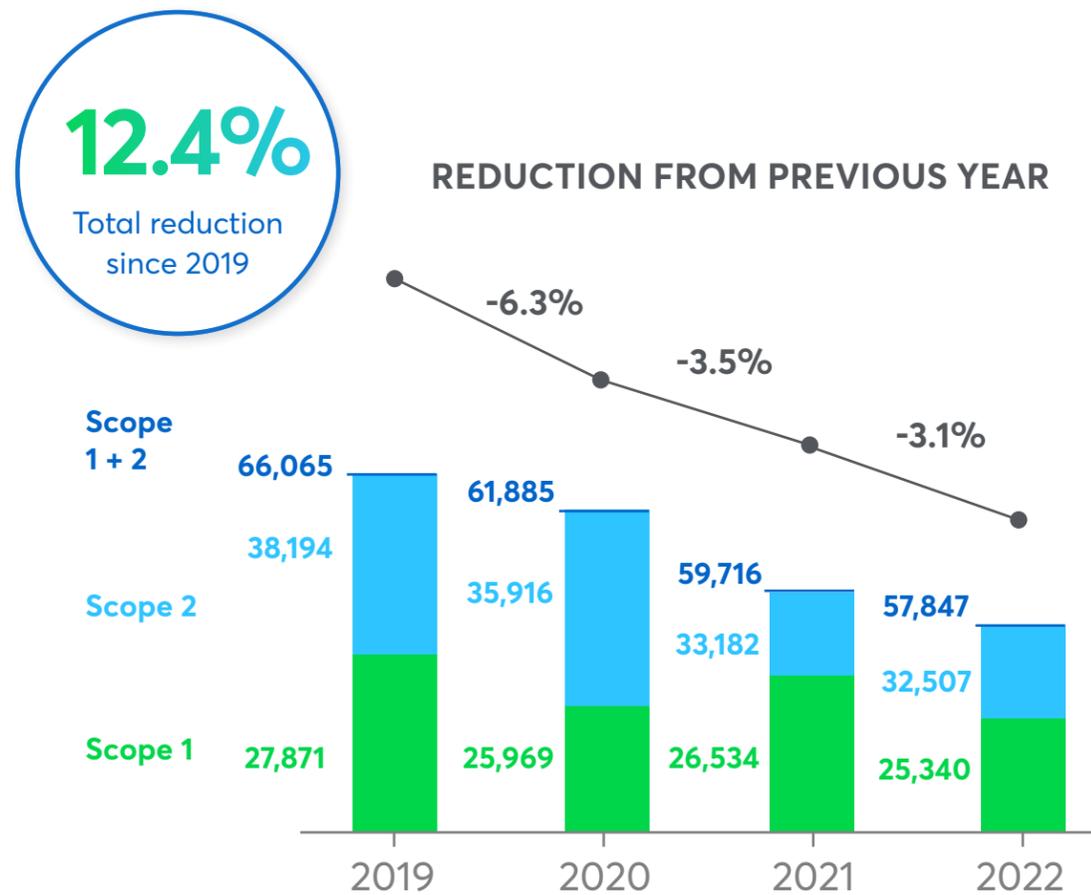
Racial / Ethnic Group Representation of U.S. Management, by Level

Position Level	Asian	Black or African American	Ethnicity Not Specified/Other	Hispanic or Latino	Two or More Races	White
Executive Leadership	11.4%	3.8%	–	7.6%	1.3%	75.9%
Leadership	11.9%	4.3%	0.21%	7.5%	3.6%	72.5%
Individual Contributor	7.8%	14.6%	0.56%	24.5%	3.7%	48.9%

INNOVATION AND ENVIRONMENT DATA

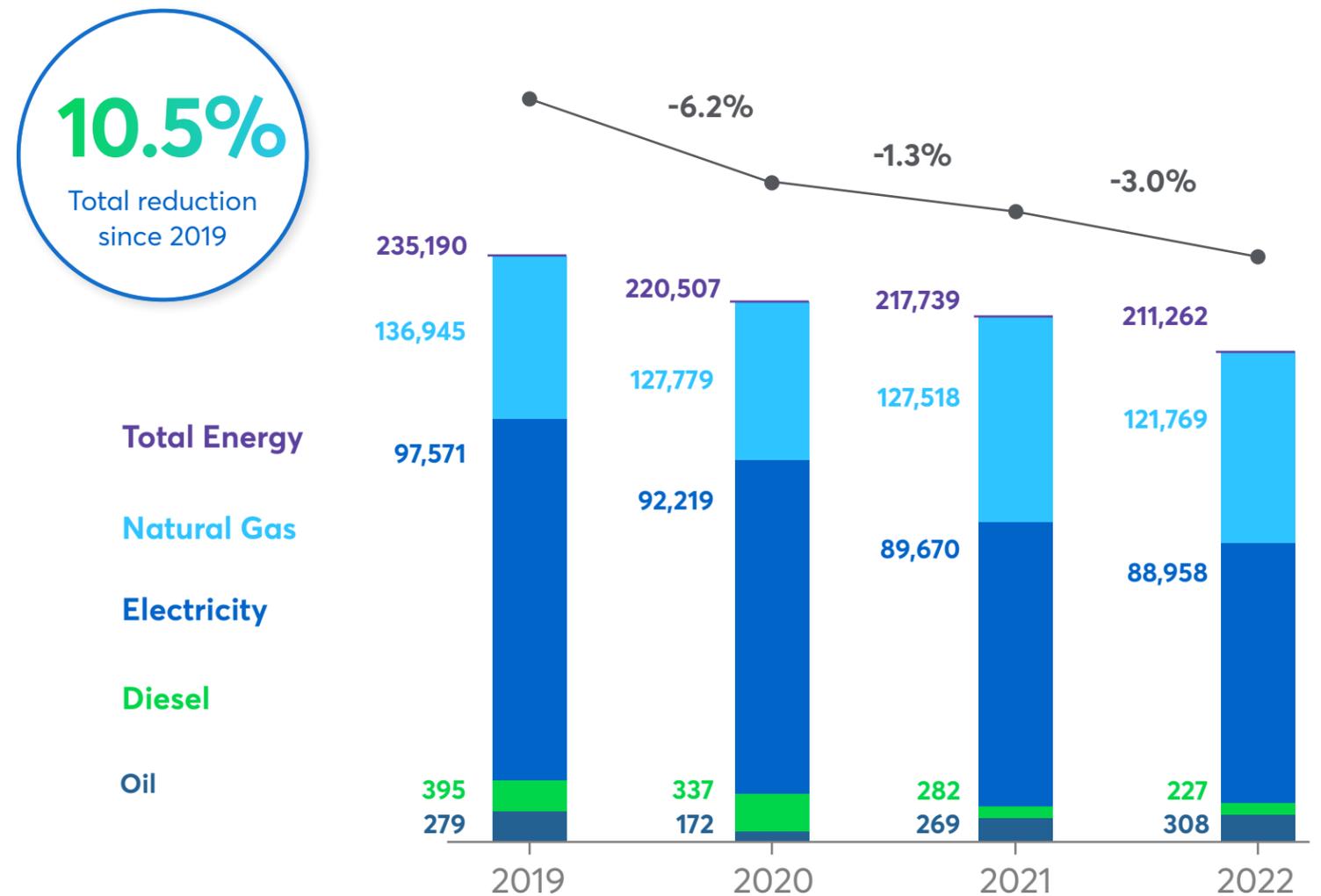
Greenhouse Gas Emissions

TOTAL GHG EMISSIONS SCOPE 1 & SCOPE 2¹



¹Data reported in metric tons of CO₂ equivalents representing 61 sites globally.

Energy Use (in MWh)



INNOVATION AND ENVIRONMENT DATA

Intensity Metrics

ENERGY INTENSITY

28.12

MWh per
\$M-USD
Net Sales

14.17

MWh per
Associate

GREENHOUSE GAS EMISSIONS INTENSITY

7.70

MTCO₂e per
\$M-USD Net
Sales

3.88

MTCO₂e
per
Associate

Waste Generation, Diversion, Recycling and Disposal (MT)

Year	Recycled	Waste to Energy	Landfilled	Total Waste Generated
2022	4,296	576	4,067	8,939
2021	4,880	349	5,454	10,683
2020	4,681	509	4,227	9,417
2019	5,527	255	5,202	10,984

2022 Water Use



Data reported in million liters (1,000 m³) representing 43 sites globally reporting on water use in 2022.

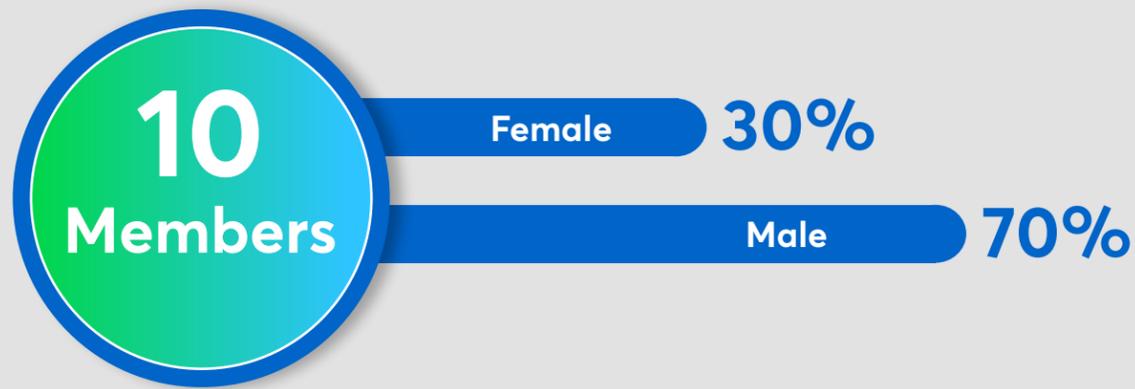
Landfill Diversion Rate for 2022



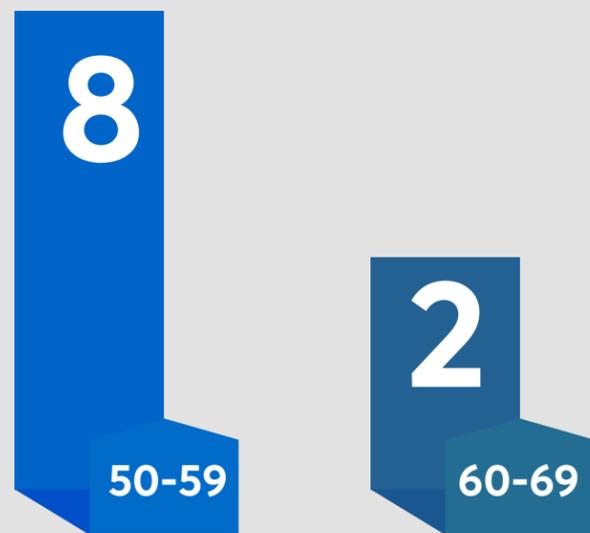
Data reported in metric tons representing 37 sites globally reporting in 2022.

GOVERNANCE AND INTEGRITY DATA

Board



Board Diversity by Age



Supplier Diversity¹



¹ North America spend only in 2022.

Top 5 Diversity Categories



APPENDIX 1: SASB INDEX

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

Unless otherwise indicated, the information presented below is for the year ended or as of December 31, 2022, as applicable.

Topic	Code	Accounting Metric	Disclosure
Affordability and pricing	HC-MS-240a.1	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	Because of the nature of our business-to-business selling model and our diverse customer base, in which we have no single end customer comprising more than 5% of net sales, we believe that the ratio of weighted average rate of net price increases to the annual increase in the U.S. Consumer Price Index is not material or relevant to Avantor.
	HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Price information is disclosed to customers or to their agents through electronic online ordering systems or quotations provided by Avantor representatives.
Product safety	HC-MS-250a.1	Number of recalls issued, total units recalled	There have been no Avantor product recalls issued.
	HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products Database	There have been no Avantor manufactured products listed in the FDA's MedWatch Safety Alerts for Human Medical Products Database.
	HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	There have been zero (0) fatalities.
	HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Avantor has not received any warning letters, seizures, or consent decrees. There has been one (1) issued Form 483 at our Gliwice, Poland facility in 2022. Corrective and preventive actions have been implemented.
Ethical marketing	HC-MS-270a.1 HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	There have been no monetary losses as a result of legal proceedings associated with false marketing claims.
	HC-MS-270a.2 HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Avantor Code of Conduct >>> Avantor Responsible Supplier Code of Conduct >>>

Topic	Code	Accounting Metric	Disclosure
Product design & lifecycle management	HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Product Safety & Compliance Policies >>>
	HC-MS-410a.2	Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	Customer Waste Recycled: 520 MT Reducing Product End of Life Impacts >>> Customer Collaborations Driving Sustainability Progress >>>
	RT-CH-410a.1	Revenue from products designed for use-phase resource efficiency	Offering Environmentally Preferable Products >>>
Supply chain management	HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Avantor maintains ISO certifications at many of our sites to ensure our management systems, manufacturing processes, services, and documentation procedures meet all requirements for global standardization and quality assurance. These certifications include ISO 9001, ISO 13485, FSSC 22000, and AS 9100, under which Avantor's facilities are subject to certain periodic third-party audits (including annual audit under ISO 13485 by notified bodies). In addition to ISO certifications, many of Avantor's facilities operate in compliance with other relevant Quality System standards and regulations. Avantor does not currently report the percentage of Tier 1 supplier facilities participating in third-party audit programs for manufacturing or product quality ISO certifications >>> Product Safety & Compliance Policies >>>
	HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Avantor tracks identifying information of a product throughout the various stage of manufacturing and distribution. Avantor maintains traceability through accounting for product part numbers, serial numbers, and lot numbers. Supply Chain Management >>>
	HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Avantor's Enterprise Risk Management (ERM) program provides a framework for identifying, prioritizing and assigning ownership for mitigating or eliminating risks. This approach promotes constructive dialogue and helps to drive appropriate tracking, testing, planning and target-setting across key risks, while also better preparing management and the Board to address emerging risks and opportunities. Avantor maintains thorough business continuity plans to ensure a response and recovery framework can be quickly deployed following a disruption in our operations. Avantor relies on suppliers to provide information about the origin of critical materials contained in the components, raw materials and products supplied, including sources of these materials that are supplied to them from sub-tier suppliers. Product Safety & Compliance Policies >>> Supply Chain Management >>> Responsible Supplier Code of Conduct >>>

Topic	Code	Accounting Metric	Disclosure																							
Business ethics	HC-MS-510a.1 HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	There have been no monetary losses as a result of legal proceedings associated with bribery or corruption.																							
	HC-MS-510a.2 HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	Our core values guide our business actions and decisions, while our Code of Ethics and Conduct provides the foundation upon which we build trust with all our stakeholders. We maintain several policies to ensure we meet the highest standards in areas including conflicts of interest, compliance with laws, use of company assets, investigations and corrective actions for violations of company policy and our general business practices. Avantor Code of Conduct >>> Business ethics >>>																							
Employee recruitment, development & retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	Creating a culture of innovation and inclusivity >>>																							
	HC-BP-330a.2	1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers (b) midlevel managers (c) professionals (d) all others	Rate of associate turnover: 20.9% <table border="1" data-bbox="2200 872 2968 1094"> <thead> <tr> <th rowspan="2">Position Level</th> <th colspan="2">Voluntary</th> <th colspan="2">Involuntary</th> </tr> <tr> <th>Number</th> <th>%</th> <th>Number</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Executive Leadership</td> <td>16</td> <td>14.7%</td> <td>6</td> <td>5.5%</td> </tr> <tr> <td>Leadership</td> <td>179</td> <td>10.8%</td> <td>29</td> <td>1.7%</td> </tr> <tr> <td>Individual Contributor</td> <td>2,258</td> <td>17.8%</td> <td>556</td> <td>4.4%</td> </tr> </tbody> </table>	Position Level	Voluntary		Involuntary		Number	%	Number	%	Executive Leadership	16	14.7%	6	5.5%	Leadership	179	10.8%	29	1.7%	Individual Contributor	2,258	17.8%	556
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Individual Contributor	2,258	17.8%	556	4.4%																						
Greenhouse gas emissions	RT-CH-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Scope 1 & 2 GHG emissions : 57,847 MTCO ₂ e ¹ Scope 1 GHG emissions: 25,340 MTCO ₂ e ¹ Scope 2 GHG emissions: 32,507 MTCO ₂ e ¹ Greenhouse Gas Emissions >>>																							
	RT-CH-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Climate Change and Energy Management >>>																							
Energy management	RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Total energy consumed: 760,543 GJ Energy >>>																							
Water management	RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Total water withdrawn: 2,700 ML (thousand m ³) Water >>>																							
	RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	Water Reuse, Reclamation and Reduction >>>																							

Topic	Code	Accounting Metric	Disclosure
Community relations	RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	<p>Our Community Engagement efforts aim to make positive, lasting impact on our society and planet where we work, live and conduct business in three key areas:</p> <p>1) STEM (Science, Technology, Engineering and Math) education: Promote the future of science by investing in STEM education.</p> <p>2) Healthcare to those in need: Support a healthier society by providing basic healthcare services and workers to people who are impoverished, do not have access to healthcare or need support because of a disaster.</p> <p>3) Environmental stewardship: Protect our environment through clean-ups and other volunteerism efforts.</p> <p>Community Engagement >>></p>
Workforce health and safety	RT-CH-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	<p>Total recordable incident rate (TRIR): 0.40</p> <p>Fatality rate for direct employees: 0.00</p> <p>Fatality rate for contractors: 0.00</p> <p>Associate health, safety and well-being >>></p>
	RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	Associate health, safety and well-being >>>

¹Data reported in metric tons of CO₂ equivalents representing 61 sites globally reporting on emissions in 2022.

APPENDIX 2: TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURE

This index references the Task Force on Climate-Related Financial Disclosures (TCFD) Framework where disclosures may align with other publicly available information.

Topic	Recommended Responses	Avantor Responses
<p>Governance</p>	<p>Describe the board's oversight of climate-related risks and opportunities.</p>	<p>The Board as a whole and through its independent Nominating & Governance Committee oversees sustainability and corporate responsibility, and receives regular updates throughout the year, at least semi-annually. These discussions include updates on the Company's sustainability reporting and its goals under its four sustainability pillars. The full Board received a briefing from an outside consultant on the evolving climate landscape – including what investors expect – and our management team briefs them on what we hear from key customers and other stakeholders. The Board appreciates the magnitude of climate change and has fully supported management as we enhance our energy and emission management practices.</p> <p>The Nominating & Governance Committee of the Board of Directors has primary oversight for sustainability, corporate responsibility and environmental, social and governance efforts and associated risks, including those related to climate. The Committee receives updates, at least bi-annually, on progress toward our ESG goals and risks, and reports regularly on such matters to the full Board.</p> <p><i>Please also refer to our annual CDP response: C1.1a, C1.1b, C1.1d</i></p>
	<p>Describe management's role in assessing and managing climate-related risks and opportunities.</p>	<p>Avantor's Enterprise Risk Management (ERM) program provides a framework for identifying material risks — including key ESG risks — across Avantor's businesses. Avantor's ERM program is led by its Executive Leadership Team who oversees efforts to integrate sustainability and corporate responsibility into Avantor's strategic planning, risk management and reporting.</p> <p>Day-to-day responsibility for Avantor's Sustainability Program reside 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, Investor Relations, Operational Excellence, R&D, Legal, Strategic Initiatives, Customer & Commercial.</p> <p>The Sustainability Committee is also supported by issue-specific Task Forces. These working groups are comprised of relevant functional leaders and subject matters. For example, the Climate Task Force includes members of our Environment Health & Safety, Indirect Procurement, Finance, and Global Sustainability teams.</p> <p><i>Please also refer to our annual CDP response: C1.2, C1.3</i></p>

Topic	Recommended Responses	Avantor Responses
<p>Strategy</p>	<p>Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p>	<p>We consider near and longer term risks including: current and emerging regulation, technology, legal, market risk and opportunities, reputation risk and opportunities, acute physical risk, and chronic physical risk.</p> <p>Avantor has developed a low-carbon transition plan with climate change being integrated into the Company's short-term and long-term business strategies. Climate change risks and opportunities identified include product and services, supply and value chain, and operations. We have begun incorporating this planning into Avantor's financial planning from a direct cost, capital expenditures and capital allocation and potential cost improvement standpoint.</p> <p><i>Please also refer to our annual CDP response: C2, C3, C4.1, C4.3, C4.5</i></p>
	<p>Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</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, most of our key customers have set science-based targets of their own, and increasingly expect to see ambitious decarbonization efforts from their suppliers.</p> <p>Customer awareness surrounding climate-related issues continues to increase. As the urgency to address these issues intensifies, the need for customers to engage with suppliers that are addressing climate change in their own operations and value chain is increasing. Additionally, customers are actively working to procure more sustainable and environmentally responsible products and services. We actively engage with our customers regarding their climate-related expectations, and have integrated their input and perspective into our climate strategy. 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><i>Please also refer to our annual CDP response: C2, C3, C12.1b</i></p>

Topic	Recommended Responses	Avantor Responses
<p>Risk management</p>	<p>Describe the organization's processes for identifying and assessing climate-related risks.</p>	<p>Avantor's Enterprise Risk Management (ERM) program provides a framework for identifying material risks — including key ESG risks — across Avantor's businesses. Our ERM program seeks to identify, prioritize and assign ownership for mitigating or eliminating these risks. This approach promotes constructive dialogue and helps to drive appropriate tracking, testing, planning and target-setting across key risks, while also better preparing management and the Board to address emerging risks and opportunities, including ESG and climate-related topics.</p> <p>In addition to our ERM program, we have conducted a materiality assessment to identify the sustainability issues that are most relevant to our company. Working with internal and external experts and stakeholders, this process helped us identify topics of primary and secondary importance, including those that present the highest risk to our company. We plan to regularly update this assessment to ensure we are focused on the highest impact issues.</p> <p><i>Please also refer to our annual CDP response: C2</i></p>
<p>Metrics and targets</p>	<p>Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</p> <p>Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.</p> <p>Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<p>We announced our first climate goal to reduce our Scope 1 & Scope 2 GHG emissions by 15% by 2025¹. This initial GHG emissions reduction target is a first step on our long-term climate strategy. As described in this Sustainability report, thus far we have achieved a reduction of 12%, reflecting progress of more than 75% to our initial 2025 goal.</p> <p>We recently completed a comprehensive GHG footprint analysis, including our Scope 3 emissions. We have committed to set near-term company-wide emission reductions in line with climate science and the Science Based Targets initiative (SBTi).</p> <p>Our energy and emissions reduction strategy involves efficiency and conservation projects, as well as alternative energy sources.</p> <p><i>Please also refer to our annual CDP response: C4</i></p> <p>Scope 1 emissions: 25,340 MTCO₂e Scope 2 emissions: 32,507 MTCO₂e</p> <p>We recently completed a comprehensive GHG footprint analysis, including our Scope 3 emissions, and plan to disclose additional data related to relevant categories of emissions in the future.</p> <p><i>Please also refer to our annual CDP response: C5, C6, C7, C8</i></p> <p>Our initial climate goal is to reduce our Scope 1 & Scope 2 GHG emissions by 15% by 2025 . We report progress annually and as of the end of 2022, we have achieved a reduction of 12%.</p> <p>We intend to announce additional climate commitments, including setting a near-term (2030) science-based target (SBT).</p> <p><i>Please also refer to our annual CDP response: C4</i></p>

For additional details on our climate change strategy, please see our CDP Climate Change response.

¹ based on 2019 emissions baseline reported in metric tons of CO₂ equivalents representing 61 sites globally.