

A young woman with dark hair, wearing a light blue lab coat, is smiling broadly and looking towards the camera. She is in a laboratory setting, with blurred equipment and lights in the background. A thin green line is drawn across the image, forming a large loop that passes behind her and around the text at the bottom.

SCIENCE FOR GOODNESS
2021 Sustainability Report

From our CEO

Michael Stubblefield

President and Chief Executive Officer

At Avantor, we are committed to our mission of setting science in motion to create a better world. And our mission has never mattered more.

In 2020, the COVID-19 pandemic posed unprecedented threats to the health and safety of our associates, communities and customers, and we challenged ourselves as a company to adapt quickly to help fight this deadly virus. And we're proud that we continued to deliver for our customers, while implementing new procedures to keep our associates and stakeholders safe.

At the same time, George Floyd's death and other tragic events of racial injustice have made us re-examine our role in these complex issues. The world also experienced a year of significant environmental disasters, including deadly wildfires and flooding, which heightened our awareness of the impact we, as global citizens, are having on the earth.

After becoming a public company, we began to develop a sustainability strategy grounded in four pillars — **People & Culture, Innovation & Environment, Community Engagement** and **Governance & Integrity** — that is aligned with the United Nations Sustainable Development Goals (UN SDGs).



The challenges of the past year have underscored the importance of accelerating our sustainability efforts as a leader in life sciences.

Our strategy outlines the positive change we will drive every day and is encapsulated in our new sustainability platform, **Science for Goodness**.

- **Driving responsible product innovation:** We advance new product introductions in our biopharma, biomaterials and global lab products portfolios, with many offerings enabling R&D efficiencies needed to bring vaccines and therapies to people faster, safer and smarter.
- **Empowering associates to reach their career aspirations while safeguarding their well-being:** We are enhancing our talent acquisition process to attract and retain a highly diverse and talented workforce, while also enriching our talent development programs to ensure associates feel empowered in their career development.

- **Connecting with the communities where we work and live:** Through our philanthropic efforts and the strong actions of our associates, we strengthen our communities by advancing STEM education and providing healthcare to those in need.
- **Helping to protect the environment:** As the world continues mobilizing to address climate change, Avantor recognizes its responsibilities to help protect the planet and its resources by increasing our sustainable business practices through responsible consumption and production.
- **Instilling ethical and compliant behaviors across our organization and value chain:** Acting as a responsible and ethical business partner in all our decision-making underpins our sustainability efforts, and we hold our partners accountable to the same standards.

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OUR ASSOCIATES LEAD THE WAY

We have already seen our associates and leaders embrace our Science for Goodness platform and strategy. Responsible innovation and operations have never been more important, and I am inspired by how our associates across the globe rose to the many challenges in 2020 — and continue to deliver for our customers today. As a key participant in Operation Warp Speed and other similar government-sponsored initiatives around the world, we were honored to serve our customers in their work to develop and fast-track vaccines and therapies for COVID-19.

We also know that our success depends on empowering and engaging our associates, and we are continuously working to improve our culture to support them. In 2020,

that meant we did a lot of listening to ensure that the voice of all our associates was reflected in our plan of action.

I am proud to have become a signatory to the CEO Action for Diversity & Inclusion™ pledge, emphasizing my commitment to advancing diversity and inclusion within the workplace and cultivating a trusting environment where all associates feel comfortable and empowered to have discussions about diversity and inclusion. By late 2020, we established our first three employee resource groups and laid the groundwork to add additional groups in the future. And we established ambitious plans to further our work in building a culture driven by diversity, equity and inclusion.

To say I am proud of our more than 12,000 associates is an understatement.

It is with this pride that I share our first Sustainability Report. What we have accomplished in 2020 is only the starting point. We will continue to provide transparent reporting, holding ourselves accountable for meeting our goals and impact targets. Thank you for taking this journey with us.

Michael Stubblefield

President and Chief Executive Officer



Table of contents



About this report

This is the first year that Avantor has published a Sustainability Report, which builds upon the progress that we have made since our May 2019 initial public offering (IPO), including creation of our sustainability pillars and publishing our 2020 Benchmark Report.

External reporting standards

In developing this report, we consulted the Sustainability Accounting Standards Board's (SASB) reporting standards for the Medical Equipment & Supplies, Biotechnology & Pharmaceuticals and Chemicals industries. We also considered standards and guidance from the United Nations Sustainable Development Goals.

Report scope

This report addresses Avantor's global sustainability initiatives during the 2020 calendar year, capturing all businesses and functions across the three regions in which we operate. It includes qualitative and quantitative data and other information based on our internal materiality assessment.

Board statement

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

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

About Avantor



Avantor, Inc. (NYSE: AVTR), a Fortune 500 company, is a leading global provider of mission-critical products and services to the life sciences, advanced technologies and applied materials industries.

OUR IMPACT ON SCIENCE

Everything we do is tied to our unique mission to set science in motion to create a better world — and this mission has never mattered more. Whether enabling our customers to achieve breakthrough innovations such as life-changing therapies and vaccines or producing ultra high-purity products used in healthcare and critical environments — our more than 12,000 Avantor associates across the globe are actively creating a lasting impact and propelling breakthrough discoveries.

FOR ALL OUR STAKEHOLDERS

We recognize the interconnected nature of doing business, and our responsibility to our associates, customers, suppliers, shareholders, communities and the environment. Avantor's everyday actions to create a better world underpin our commitment to sustainability and the impacts that over time will fulfill our mission.

POSITIONING AVANTOR FOR GROWTH

We are well-positioned for growth and remain focused on executing our long-term growth strategy. By leveraging our scale and broad access to research labs, we will continue to advance our role as a global science-setting leader. Our capacity for M&A offers an opportunity to enable innovation and scientific breakthroughs. From select, tuck-in acquisitions to large, transformational ones, we have a proven history of M&A success that is focused on building our opportunity pipeline.

Our mission, vision & values

OUR MISSION

We set science in motion to create a better world.

OUR VISION

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

OUR VALUES

Our core values are rooted in five principles: Innovation, Customer Centricity, Accountability, Respect and Excellence (ICARE).

These are our ICARE values:



INNOVATION

We empower all our associates to explore and contribute ideas that elevate our products, services and solutions. By collaborating with our industry partners, we improve scientific outcomes.



CUSTOMER CENTRICITY

We actively listen and collaborate with our customers. By understanding their challenges and aspirations, we proactively identify solutions that address their current and future needs.



ACCOUNTABILITY

We hold ourselves, and each other, accountable for delivering on our promises to our customers, suppliers, shareholders and colleagues to accomplish our combined goals.



RESPECT

We are a trusted partner. Whether working with internal or external partners, we act as one team and always assume others have good intent. We treat others with dignity, act in an honest manner and maintain the highest level of integrity.



EXCELLENCE

We never settle for the status quo. We constantly strive to achieve the highest levels of safety, quality and service. Our passion toward continuous improvement is embodied by every Avantor associate and in the results we achieve. When we do our best, we are more effective in supporting the industries we serve.

Avantor Business System

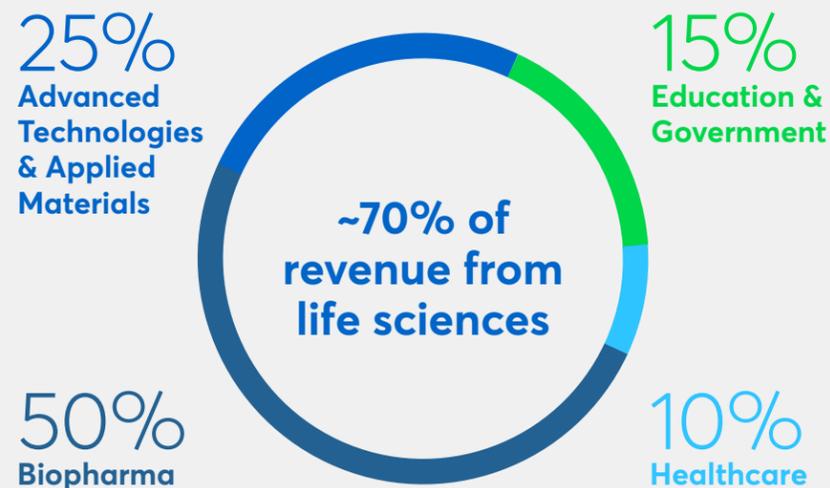
DRIVING A CULTURE OF LEARNING, CONTINUOUS IMPROVEMENT AND EXECUTION

We engage and empower our associates through the Avantor Business System (ABS), a set of practices and standard processes based on proven lean principles to continuously improve and deliver value to our stakeholders.



2020 Avantor at a glance

We strategically serve customers across three geographic regions, in four end markets:



AMERICAS

Strong operational base in the United States, Canada and Latin America



EUROPE

Strong presence extends to 19 countries



AMEA

Infrastructure and footprint are expanding



INNOVATION

11 innovation centers

across the globe and close collaboration with our customers help meet their sustainability goals

EMPLOYEE COMPOSITION



34.9%
 Women in management

79%
 Employee survey participation

For more information, please review our [2020 Annual Report on Form 10-K for the year ended December 31, 2020](#).

2020 Avantor at a glance

OUR PRODUCTS AND SOLUTIONS

Within each of our geographic regions, we offer materials & consumables, equipment & instrumentation and services & specialty procurement.

30%
Proprietary
Materials
& Consumables

15%
Equipment &
Instrumentation



40%
Third-party
Material and
Consumables

15%
Services &
Specialty
Procurement

BIOPHARMA

Enabling widespread patient treatment breakthroughs. Our solutions are used in critical applications: monoclonal antibodies (mAbs), recombinant proteins, vaccines, cell and gene therapies, single-use bioprocessing and small molecule manufacturing.

HEALTHCARE

Helping to improve and protect patient health. We offer NuSil-branded silicones, which are widely used in the medical device industry. We also offer products, including our diagnostic-related offerings, that support hospital and point-of-care facilities as well as clinical and reference labs.

EDUCATION & GOVERNMENT

Helping to catalyze innovation to cure illnesses and protect the environment. Our products and solutions address needs for academic institutions and government-sponsored organizations, in areas such as academic research, laboratory research, quality control and environmental testing.

ADVANCED TECHNOLOGIES & APPLIED MATERIALS

Helping to push the boundaries of innovation. Our ultra high-purity materials are essential components in manufactured products used in extremely demanding applications for aviation and defense, space, semiconductor and MicroElectroMechanical Systems (MEMS), optoelectronics and electronics, as well as food and beverage.



For more information, please review our [2020 Annual Report on Form 10-K](#) for the year ended December 31, 2020.

Science for Goodness

Our commitment to corporate sustainability

DELIVERING LONG-TERM VALUE

We're committed to a sustainable future for Avantor and all our stakeholders.

As a global industry leader, we have a responsibility to deliver long-term value to our associates, customers, suppliers, shareholders and communities. By taking a holistic approach to our business strategy, we're ensuring our actions go beyond today's needs to generate a positive impact on the environment and society in the future.

This inherent responsibility is the basis of our new sustainability platform, Science for Goodness, which enables us to drive positive change every day by embedding it throughout our business.

SCIENCE FOR GOODNESS COMMITMENT

Our aim is simple: to add value to our business and society through Science for Goodness.

In doing so, we foster a unified and inclusive work environment and strengthen and support our communities. This culture enables us to deliver more sustainable product and service solutions that create lasting positive impacts for all our stakeholders.

We are committed to advancing Science for Goodness as our company evolves, and to shaping a culture aligned with our values and governing principles. This commitment is led by our **Executive Leadership Team** and **Board of Directors**, as well as our associates.

In 2020 we aligned our sustainability strategy with the United Nations Sustainable Development Goals and formalized a framework that is central to our corporate strategy. Avantor's sustainability commitment is focused on four pillars: People & Culture, Innovation & Environment, Community Engagement and Governance & Integrity.



We are committed to continually measuring our progress against our defined goals. As our business grows, we will add other financial, environmental and social metrics to better assess and report on how we are improving our business and its operations.

CONNECTING SUSTAINABILITY TO OUR MISSION

Science for Goodness and our mission both address how our role in science and our sustainability actions create a better world. While Avantor's mission defines our purpose and intentions, Science for Goodness sets the strategy to fulfill that promise.

Our Science for Goodness strategy focuses on five key areas:

- Foster 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.
- **Produce products** in a way that is **responsible and ethical**.

- **Innovate and implement practices** that uphold our sustainability directives.
- **Protect the environment and the communities we serve.**
- **Drive ethical and compliant behaviors** across our organization and our supply chain and protect our shareholders through strong governance practices.

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.



FOCUSING ON CORPORATE SUSTAINABILITY GOALS

Driven by our Executive Leadership Team, we recognize the importance of setting targets to improve our performance on these topics. This year we are proud to announce our first set of corporate sustainability goals.

People & Culture

- Increase management diversity
- Achieve top health & safety performance

Innovation & Environment

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

Community Engagement

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

Governance & Integrity

- Launch Avantor Responsible Partner Program

OUR PROCESS

Avantor conducted its first materiality assessment in 2020 and the first half of 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.
- Reviewing the topics prioritized by S&P Global, Dow Jones Sustainability Indices, Sustainalytics, CDP, EcoVadis and other pertinent corporate sustainability assessments.
- Reviewing relevant laws and regulations.
- Assessing material issues identified by industry peers based on their sustainability reports and targets.
- Engaging with our key external stakeholders to understand their sustainability priorities and goals.

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

The assessment also included 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. However, they are just the start of our commitment. 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.



Engaging our stakeholders

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

We work closely with our business partners and suppliers to ensure these high standards are upheld throughout our value chain. We appreciate the engagement of our stakeholders whose perspectives have played a key role in shaping our sustainability priorities. Moving ahead, we intend to conduct these important conversations on an ongoing basis to assure continued alignment and outcome success against our goals.

CUSTOMERS

As evidenced by our values of customer centricity, we actively listen and collaborate with our customers. By understanding their challenges and aspirations, we proactively identify solutions that address their current and future needs.

Last year we:

- Enabled our commercial associates to meet virtually to communicate our progress and priorities, introduce new products and conduct product training.

- Supported customers across our global business and actively worked with suppliers to help relieve product shortages due to the impact from the COVID-19 pandemic that our industry experienced with tight global supply of products used in the protection, detection or treatment of the disease.
- Held virtual Customer Connect forums to engage customers in Europe and the Americas that included peer discussions on business-relevant topics, as well as question-and-answer sessions with industry leaders.
- Migrated all North American SAP systems to SAP HANA cloud to enhance data security.
- Conducted interviews with a number of our most strategic customers and their procurement, purchasing, sustainability and corporate social responsibility representatives to understand the most material sustainability topics to them. The takeaways from these conversations are used to inform our long-term sustainability strategy and reporting activities.

We look forward to partnering with our customers to address these important topics and to supporting them in achieving their sustainability goals.



ASSOCIATES

A positive work environment and culture are critical to ensuring our associates do their best work and we can most effectively support the industries we serve. In keeping with our continuous improvement ethos, we:

- Drove our ongoing performance management process to foster associate professional growth and regular collaboration with their manager.
- Launched the Your Avantor Engagement Survey to measure how associates feel about the work they do in connection to our mission, vision, ICARE values and strategy so we can enhance our culture for the future.
- Engaged leadership with Annual Senior Leadership Summit.
- Conducted associate listening sessions and Diversity, Equity & Inclusion trainings for Senior Leadership and managers.
- Held functional coffee chats to foster engagement during remote work arrangements.
- Held monthly meetings with all managers globally.

INVESTORS

We regularly engage with investors through multiple touch points, including healthcare conferences, quarterly earnings calls, fireside chats and individual conversations. Our interactions during the pandemic focused on virtual interactions. We continue to monitor and determine how best to conduct our meetings and events moving forward.

SUPPLIERS

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

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



Impact of COVID-19

Our critical role in addressing the pandemic

MAINTAINING OUR RESILIENCY

The COVID-19 pandemic has presented significant challenges to our business, associates and the communities we serve. We're proud of how Avantor has responded and the resilience we've seen across the organization. Avantor's management team and global associates adapted to find new ways of working: ways that enabled us to continue offering mission-critical products and services that addressed our customers' needs; and ways that reimaged how we achieve our purpose.

// The COVID-19 pandemic has underscored the importance of science to our society — and as a global life sciences leader, Avantor remains steadfast in our commitment to enable our associates to support customers in achieving scientific breakthroughs in record time. //

MICHAEL STUBBLEFIELD
President and Chief Executive Officer

SUPPORTING OUR ASSOCIATES

We implemented a number of measures to protect the welfare of our associates:

- The majority of our office and sales associates worked remotely during the last three quarters of 2020.
- In our facilities where essential workers continued to work on-site, we implemented a series of enhanced safety protocols and procedures to help mitigate the risks of the virus.
- Despite the effects of the pandemic, the size of our workforce remained steady in 2020, and in most cases we averted employee layoffs related to the pandemic.
- We offered associates a number of enhanced benefits, including:
 - providing up to 10 additional days of paid time off if required to quarantine or otherwise experiencing symptoms of COVID-19;
 - expanding access to no-cost individual counseling sessions and virtual support groups under our employee assistance programs;
 - hosting virtual wellness events and waiving telemedicine copays for all visits in 2020.





ACTIONS

SUPPORTING OUR CUSTOMERS

Avantor plays a critical role in addressing the pandemic. We're proud to be a trusted partner to companies at the forefront of research and development of COVID-19 therapies and vaccines, providing innovative solutions and support needed to accelerate virus detection, treatment development, clinical trials and bioproduction.

As a global life science company with operations around the world, we have flexibility in how we source, manufacture and distribute products. This infrastructure ensured consistency in supporting research, testing and managing the supply chain.

We provided products and services that helped research scientists achieve results across all viral detection and treatment development workflows for COVID-19. We also offered the basic tools and state-of-the-art analytical equipment necessary for our customers to operate labs with peak efficiency and accuracy.

RETURNING TO WORK SITES

We continue to evaluate how and when we are returning to work sites across our global organization, and we are monitoring and following recommendations of credible health agencies, such as the WHO, CDC and EU CDC, as well as local government mandates.

As the vaccines start to reach more of our global associates, we will evolve our return-to-work arrangements accordingly. In the U.S., we are getting closer to a post-COVID-19 environment. We will remain flexible and agile to the changing conditions to ensure the safety of our associates.

- Optimized lab operations with on-site supply chain management at testing facilities.
- Supported all major vaccine modalities or other therapy candidates globally with added support and resources, as a participant in Operation Warp Speed and other government vaccine development programs.
- Provided proprietary products — including GMP-manufactured chemicals and single-use technologies — across four major modalities: messenger RNA (mRNA), viral vector, recombinant protein (rProtein) and plasmid DNA.
- Allocated masks, gloves, gowns and other personal protection equipment (PPE) to hospitals, laboratories, pharmaceutical companies and first responders in the early stages of the pandemic.
- Provided a total lab setup solution that helps optimize the lab setting and work of global virus detection.

BUSINESS CONTINUITY DURING COVID-19

In addition to mobilizing our cross-functional steering committee, we enacted business continuity plans at our facilities to ensure we could manufacture and deliver critical materials. We are also monitoring decisions made by governments, countries and other companies that may impact business continuity.

Our teams worked diligently to adapt to new measures in an effort to mitigate any adverse impact on the free flow of products to our customers. If such a disruption occurs, we believe our business continuity plans will be effective in most conceivable situations. At the same time, we remain deeply committed to the safety and well-being of our employees.

ENSURING SERVICE LEVELS

With worldwide manufacturing and distribution locations, we deploy a global supply chain strategy, which includes business continuity considerations and leverages our strong relationships. While each product we sell has different supply chain considerations, we remain actively engaged with our customers to ensure we support them to the best of our ability during the pandemic.

Many of the products Avantor distributes are stocked in multiple locations across our global network, providing us helpful flexibility in the event that a segment of our global distribution network is impacted. Some of the products we manufacture may also be produced at more than one location.

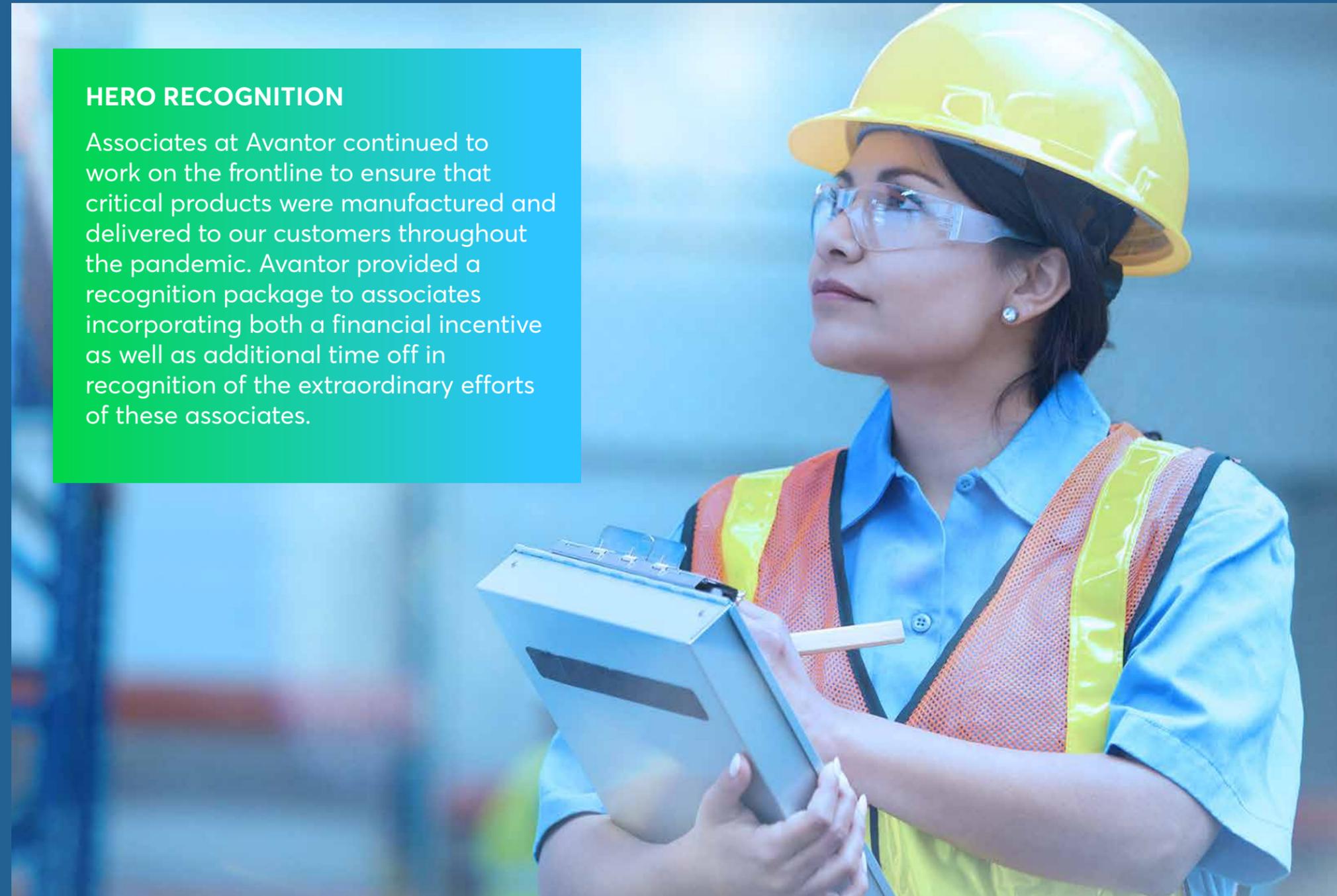
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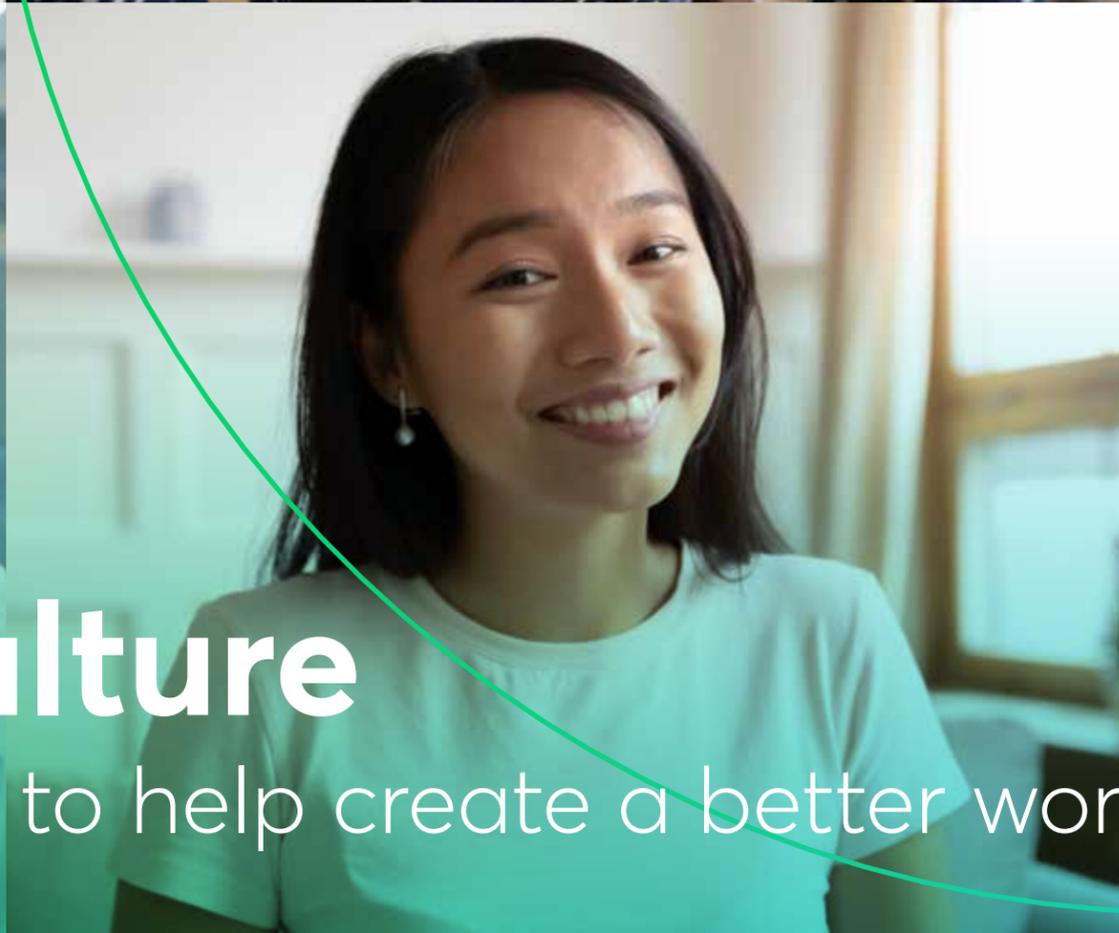
We do everything possible to minimize shipment disruptions for our customers. In early 2020, in some cases, we experienced delays due to border controls or other logistical flow constraints and communicated with customers to work through shipment logistics as necessary.

We have worked, and are continuing work, to share updates with our customers regarding personal protective equipment and product availability and the status of our distribution and production operations.

HERO RECOGNITION

Associates at Avantor continued to work on the frontline to ensure that critical products were manufactured and delivered to our customers throughout the pandemic. Avantor provided a recognition package to associates incorporating both a financial incentive as well as additional time off in recognition of the extraordinary efforts of these associates.





02

People & Culture

We empower people to help create a better world



People & Culture

IMPACT AT A GLANCE

34.9% women in management

50+ associate listening sessions
hosted by 13 executive leaders

3 newly formed employee resource groups
(Avantor Associate-Centric Teams)

79% of associates
participated in our first engagement survey

0.50 total recordable incident rate (TRIR)

GOALS

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



Empowering impact

Our people and culture drive us to create goodness



We recognize that diverse talent is key to our success, and motivating people to do their best work means creating an environment that allows everyone to thrive. Our core values and continuous improvement processes anchor our evolving culture. They are embodied by our associates and are tangible within our operations. More than 12,000 strong, our associates reflect the communities where we live and work and the customers we serve, and possess a diverse range of viewpoints and experiences that help us achieve our mission of setting science in motion to create a better world.

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

ADVANCING A CULTURE OF BELONGING

Guided by our values, we are fostering a culture that welcomes and celebrates all people, with varying perspectives, experiences and interests — from our Board members to our associates.

- Recent appointments have meaningfully increased the gender diversity on our Executive Leadership Team, and we remain committed to further enhancing gender and ethnic diversity at all levels of leadership.



We are committed to creating a workplace that is a model for diversity, equity and inclusion.

ACTIONS

In 2020, we affirmed our commitment to diversity, equity and inclusion and began to advance our culture with ongoing energy and focus.

In addition to setting a goal to improve gender and ethnic diversity in leadership roles across our business, our work has included:

- Our CEO joined CEO Action Coalition for Diversity & Inclusion™ and pledged organizational commitment to an inclusive workplace.
- Formed a Diversity, Equity & Inclusion Steering Committee led by CEO, CHRO and other senior executives.
- 100% of our Executive Leadership Team pledged their commitment to associates to ensure an inclusive workplace.
- Our CEO and executive leaders hosted more than 50 listening sessions with more than 1,000 globally in four languages.
- 100% of Executive Leadership Team and all direct reports (Senior Leadership Team) completed diversity training and unconscious bias interactive workshops.
- Utilized learnings from listening sessions about where biases exist, and a steering committee mapped out a path forward to ensure inclusion becomes a hallmark of who we are.
- Evolved the steering committee into a dedicated DE&I office.
- Established 3 Avantor Associate-Centric Teams (ACTs) with an Executive Leadership Team sponsor for each.
- Nominated, onboarded and trained ACT officers across three geographic regions.
- Conducted our first associate engagement survey, which had 79% of associates participate and served as a baseline for determining our path forward.

OUR EMPLOYEE RESOURCE GROUPS' ROLE IN AVANTOR'S INCLUSIVE WORKPLACE JOURNEY

We marked an important milestone by launching our Employee Resource Groups (ERGs) to build connections and growth opportunities for our associates.

Known as Associate-Centric Teams (ACTs), these groups focus on diversity, equity and inclusion, are open to all associates and foster inclusion based on common interests, backgrounds and characteristics. They serve as a support system to promote awareness, respect and inclusion within the workplace and offer associates community, camaraderie and connection.

Nearly **300 associates** joined our ACTs within the first 90 days post launch, and we have seen continued growth in membership, with some members participating in multiple groups:

- **Black, Indigenous, People of Color (BIPOC)**
- **PRIDE Network**
- **Women in Business**

Planning for expanding participation and additional ACTs is underway.



President and CEO Michael Stubblefield joins CEO Action Coalition

An ongoing commitment to an inclusive workplace

Michael Stubblefield, Avantor President and CEO, joined more than 1,100 global CEOs, Chief Diversity Officers (CDOs) and CHROs in signing the CEO Action for Diversity & Inclusion™ pledge to act on supporting a more inclusive workplace.

Mr. Stubblefield joined fellow leaders to make bolder commitments and investments in Diversity, Equity and Inclusion (DE&I), as well as pushing the boundaries on transformational leadership, collaboration and

accountability. The event, held virtually in 2020, is one of the largest annual gatherings of its kind and underscores the coalition's continued leadership in convening CEOs to take action on DE&I within the workplace and throughout society.

Avantor's participation in CEO Action emphasizes the belief that both corporate action and individual commitment are required to make structural lasting societal change.

CEO **ACT!ON FOR DIVERSITY & INCLUSION**

Our people move us forward

Attracting and retaining people with shared enthusiasm for innovation, excellence and achievement enables Avantor to make a difference. Our talent development processes are focused on finding the right people and enabling them to learn, grow and make an impact. This creates long-term value for the organization and our associates.



// Businesses that focus on engagement and belonging consistently see stronger results versus their peers. We continue to create an inclusive environment where our associates around the world are engaged and can contribute and realize their full potential. //

MEGHAN HENSON
Executive Vice President and Chief
Human Resources Officer

RECRUITMENT STRATEGIES

Our goal is to recruit and retain people who are collaborative and driven to grow, innovate and succeed. Plans are in place to streamline our talent acquisition processes, beginning with building a strong employer brand that will attract candidates into a diversified talent pipeline. Enhancing our applicant management infrastructure will enable us to shorten the time to find the best candidate for each role; reviewing our sourcing strategies will ensure we are reaching broadly into our communities to strengthen our recruiting pipeline.

TALENT DEVELOPMENT

We are dedicated to empowering our associates in their career development planning. Our strategy will bolster the associate experience, from initial onboarding to realizing their full career potential. A formalized onboarding program will be complemented by learning opportunities that include on-the-job training and a 600-module on-demand learning library.

Designed to strengthen associate performance, our new leadership development program fosters team dynamics, reinforces ICARE values and drives overall associate engagement.

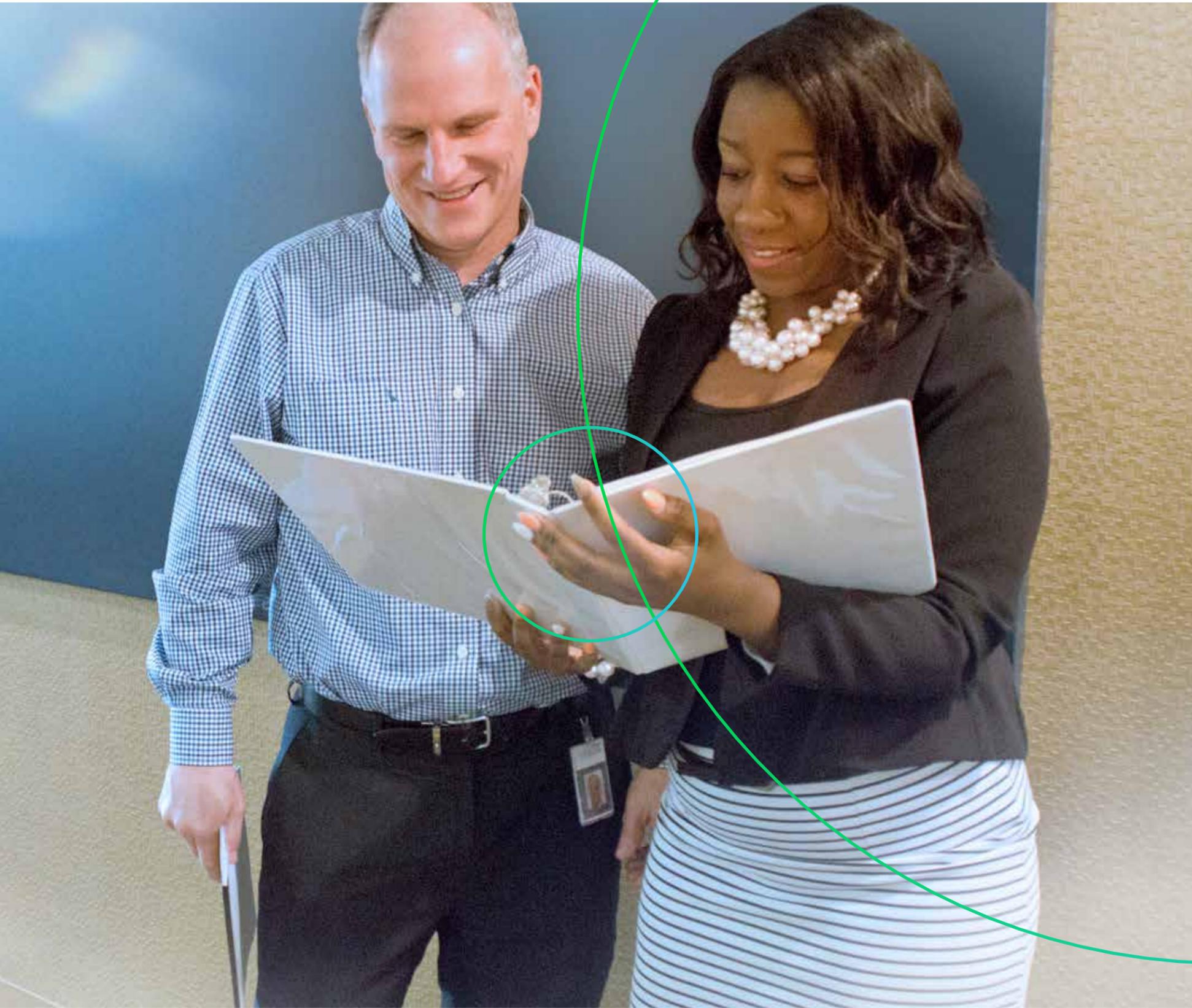
700

leaders engaged
in our new virtual
leadership
development
program

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 our engagement survey, 79% of associates indicated that they are encouraged to come up with new or better ways of doing things.

To support our associates, we created 10 self-directed modules and 2,300 associates were trained on one or more aspect of ABS. Putting this training into action, 850 people participated in over 170 kaizen and team-based problem-solving activities, which resulted in achieving 84% of intended improvement results.



TOTAL REWARDS OFFERING

Avantor offers a total compensation program that is internally equitable and competitive with other industry leaders.

Our pay for performance culture offers competitive compensation with pay programs that reward high performers. Global recognition programs celebrate the many ways our associates fulfill our mission.

We care for our global associates and their well-being by offering resources to help them be happy, healthy and successful, as well as offering paid time off and paid holidays. We also understand our associates need to have a voice in the local, state and national political elections, and we want to encourage exercising the right to vote; therefore, we introduced paid time off to vote for associates in the U.S. and Puerto Rico.



Fostering associate engagement

ASSOCIATE ENGAGEMENT SURVEY RESULTS

Actively listening to our associates is a top priority for Avantor. With this in mind, Avantor engaged a leading third-party organizational consulting firm to conduct Avantor's first employee engagement survey since becoming a public company. Seventy-nine percent of Avantor associates completed the survey, placing us at the top of the consulting firm's average response rate. Additionally, we achieved an overall favorability rating that outperformed the industry standard.

The survey measured engagement and enablement by focusing on a number of dimensions, including development opportunities, diversity and inclusion, work, structure and process. Based on the survey results, we will continue to develop and refine our training and development programs. We will use the results to develop plans and programs that are most impactful for our associates and build the type of company Avantor is committed to becoming.

RECOGNIZING SUCCESS WITH AVANTOR'S IMPACT PROGRAM

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

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



INNOVATION



CUSTOMER CENTRICITY



ACCOUNTABILITY



RESPECT



EXCELLENCE



IMPACT RECOGNITION MOMENTS

39,729

Recognition moments were sent to associates across the entire organization.

Of those awards, **76%** of associates received at least one award (unique recipients) and **33%** of total associates gave at least one award (unique nominators).

Associate health, safety & well-being



Working in various settings such as research labs, manufacturing and distribution centers and offices, we are vigilant in managing and ensuring the safety of associates at all times. In fact, in our engagement survey, **95% of our associates indicated that they have a good understanding of the health and safety rules and procedures.**

Our culture of safety is rooted in continuous training for every associate. **A major component of this program is Avantor's Safety Minutes**, one-minute training modules with specific themes featuring safety best practices, with topics ranging from "Avoiding Dehydration" to "Sustainability: Reduce, Reuse, Recycle."

Safety Minutes are aligned with our ICARE value of Excellence and are encouraged at the beginning of meetings across the organization to create awareness of relevant safety information and updates. The scale of meetings ranges from our global sales conferences with thousands of associates in attendance to functional and project meetings. In addition, our intranet houses a Safety Minute library for easy access to important topics. Updated regularly, the Safety Minute library currently offers safety information on 119 topics.

OUR SAFETY RECORD¹

Lost Time Incident Rate (LTIR)

0.24

Total Recordable Incident Rate (TRIR)

0.50

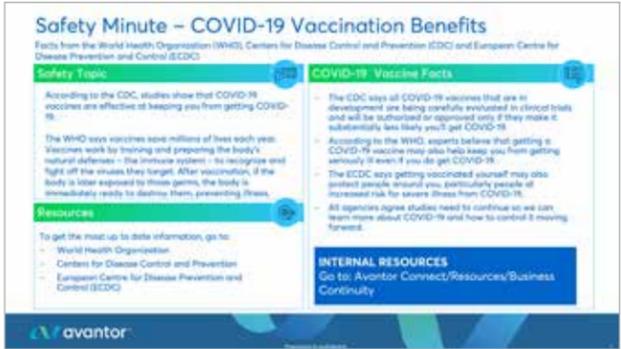
OUR GOAL

Reduce incident rate

25%

BY 2025

1. According to the U.S. Bureau of Labor Statistics, these data points are well below the industry averages for all the business types in which we work. Visit their website for industry statistics: https://www.bls.gov/web/osh/summ1_00.htm



WORKPLACE SAFETY

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

Our core focus areas include: compliance with regulatory and international requirements; active monitoring of regulatory agencies for changing requirements; partnering with operational leaders to meet Environmental Health & Safety (EH&S) requirements; providing safe and healthy working conditions; eliminating hazards and reducing risks; preventing injuries and ill health.

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

As countries introduced lockdowns in 2020, many of our office-based associates quickly transitioned to a virtual work environment. We offered virtual ergonomic assessments to ensure a safe work environment.

ACTIONS

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



ASSOCIATE HEALTH AND WELL-BEING

With the many challenges posed by the COVID-19 pandemic, both at home and at work, we prioritized mental health and emotional well-being in our wellness initiatives. Associates received regular communications from our employee assistance programs (EAP) and were provided options to participate in virtual support groups or webinars focused on stress, anxiety, self-care, parenting, resiliency and caregiving. We also made a commitment to enhance EAP services over the next few years to ensure a consistent experience across the global associate population regarding mental health counseling and work-life balance services.

SUPPORTING FAMILIES

Avantor provides new parents in the U.S. paid leave within the first year of a child's birth, adoption or foster care placement. In 2020, Avantor added Care.com to its portfolio of benefits with the goal of supporting families in the U.S. in managing the demand of unexpected challenges. Care.com provides our associates access to the world's largest network of caregivers in a variety of areas — tutors, learning pods, nanny share, elder care.

AVANTOR IN MOTION

Associates from 32 countries joined a 6-week virtual fitness challenge

Despite COVID-19, Avantor remained in motion

As the world went virtual, it became increasingly important to get moving and stay connected. More than 1,900 Avantor associates from 32 countries joined our six-week virtual fitness challenge, Avantor in Motion. This fun challenge encouraged associates to champion health, focus on emotional wellness and engage with their peers.

Avantor also hosted our first virtual 5K. Associates were challenged to reach a 5K finish goal, whether they walked, ran or biked. More than 200 associates joined this challenge and posted photos of their finish line selfies on Yammer — our internal social media platform.



ENCOURAGING WELL-BEING

1,937

Avantor in Motion fitness challenge participants

200+

Avantor Virtual 5K participants

15+

EAP webinars and support groups offered globally



03

Innovation & Environment

Creating a sustainable future with smart solutions

Innovation & Environment

IMPACT AT A GLANCE

11 innovation centers across the globe and close collaboration with our customers help meet their sustainability goals

Launched the **Avantor Environmental Sustainability Program**

21,001 Environmentally preferable products globally

GOAL

Reduce operational GHG emissions

15% by 2025¹

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



Focusing on the future today

Grounded in collaboration and driven by our enduring customer relationships, our approach to innovation enables us to foster goodness and build a more sustainable future with smart solutions for our business, customers and world.



Our focus on innovation compels us to look beyond convention and contribute novel approaches where our business can have a lasting, positive impact. As a leading supplier to life sciences companies across the globe, Avantor is trusted to provide the products, services, solutions and expertise necessary to quickly and confidently move through research and production, enabling our customers to reach the market with new treatments for patients, faster and safer.

OUR GOAL

Reduce scope 1 (direct) & scope 2 (indirect) emissions

15% BY 2025

INNOVATION DRIVING ENVIRONMENTAL PROGRESS

We believe innovation and environment go hand in hand. In addition to our steadfast commitment to enabling scientific breakthroughs that change lives for the better, Avantor is mobilizing to act against climate change and other key environmental sustainability issues. Climate change is a global challenge that poses a significant risk to human and environmental health and the way we do business. Our objective is to enhance the value of Avantor over the long term and create a better world for our associates, customers, suppliers and communities at large.

We are committed to reducing our own carbon footprint and delivering product and service solutions that support a low-carbon economy. As Avantor's first environmental sustainability target, we will reduce our scope 1 (direct) and scope 2 (indirect) emissions by 15% by 2025. We believe this aggressive reduction target against our most recent baseline

(2019) demonstrates our commitment toward combating climate change. To achieve this goal, we have developed a comprehensive energy and emissions reduction road map that invests in energy efficiency and conservation projects. These initiatives will enhance and optimize our operational processes, in addition to lowering our emissions. This target serves as our initial stepping stone on our long-term environmental sustainability journey.

Going forward, we are fully committed to factoring environmental impact into every innovation decision we make. We will continue to build upon our environmental sustainability objectives and work together with our customers and suppliers to identify and implement innovative scientific solutions that minimize our environmental impacts across the value chain. Together we can leverage science for goodness.



Recognition:

Pharma Manufacturing Magazine 2020 Pharma Innovation Award

Avantor launches new Protein A chromatography resin

Monoclonal antibodies (mAbs) are proteins engineered to mimic or enhance the body's immune system. These laboratory-produced molecules are primarily used in the treatment of acute and chronic diseases, including cancer, rheumatoid arthritis and chronic migraine.

Biopharmaceutical manufacturers are looking to optimize mAbs production process for increased efficiencies and speed to market and cost reduction. Protein A chromatography is a proven downstream purification step in manufacturing mAbs, yet there remains a need to reduce total purification costs while improving purity and yield. Our new high-purity Protein A resin, Avantor J.T.Baker® BAKERBOND® PROchievA™, addresses these challenges and gives our customers increased supply chain flexibility for obtaining Protein A used in chromatography purification processes.

Powering innovation

From discovery to delivery

Innovation is a core value for us, and we are committed to bringing new and better technologies to the world. Our industry expertise combined with our broad portfolio of products and services help move the industry forward.

We provide solutions for some of the most demanding applications and engage with customers throughout their product life cycles, from initial discovery and development activities through scale-up and commercial delivery, to create materials and solutions used in breakthrough, life-saving treatments.

By leveraging our **11 innovation centers** and deep customer access, we are able to launch proprietary products that help our customers accelerate speed to market while meeting their sustainability goals.

11
INNOVATION
CENTERS
ACROSS THE GLOBE AND
CLOSE COLLABORATION
WITH OUR CUSTOMERS
HELP MEET THEIR
SUSTAINABILITY
GOALS



// At Avantor, we are focused on enabling our customers to research, discover, manufacture and deliver breakthrough treatments quickly, safely and thoughtfully. To accomplish this, we recognize the value of building sustainability into our processes and product development practices as we continue transforming innovative ideas into actionable solutions. From our fierce desire to support public health exemplified by our role in the development of COVID-19 vaccines to making sound environmental impact choices that reduce waste in manufacturing processes and materials, Avantor serves our stakeholders sustainably across all of their endeavors. //

DR. GER BROPHY
Executive Vice President, Biopharma Production

ENHANCING R&D AT BRIDGEWATER INNOVATION CENTER

We expanded our Bridgewater Innovation Center to drive purposeful innovation and address bioprocessing needs in protein science, monoclonal antibodies (mAbs) and cell and gene therapy. Located close to biotech companies and many of our biopharma customers, the site now has nearly double the laboratory and support space.

With this expansion, we enhanced our capabilities in R&D for customized product and bioprocess development, as well as custom cell and gene therapy reagent manufacturing, to support customers' therapeutic products developed to advance personalized medicine. The site developed Avantor's novel high-purity Protein A resin, Avantor J.T.Baker® BAKERBOND® PROchievA™, and is focused on creating the lab of the future.

The Bridgewater Innovation Center expansion followed the December 2019 opening of Avantor's innovation and customer support center in Shanghai, China.

Innovation is about solving customer problems in a rapidly progressing biotechnology environment using contemporary technologies and thinking. We collaborate with our customers from their initial discovery and development activities through scale-up and commercialization.



BUILDING THE LAB OF THE FUTURE

Part of Avantor's sustainable evolution is driven by our commitment to building the lab of the future, today. According to a study conducted by University of Exeter, UK, scientists estimate that bioscientific research generates nearly two percent of total global plastic production each year¹. This statistic presents an opportunity to improve our own labs and innovation centers, while also helping our customers create more sustainable scientific labs.

Building the lab of the future is more than just outsourcing services and setting up customized facilities — although that's an important piece of what we do. It's training people and building systems, for a more streamlined, efficient path to innovation. It's globalization, so science can be shared. And it's setting science in motion through comprehensive, customized support services for labs all over the world.

We've collaborated with the **Lab of the Future Congress** since its inception in 2018 and have invested in our labs to begin incorporating digitization, predictive analytics, augmented reality and the Internet of Things into our everyday work.

100M samples tracked over
**40 years and never
failed to return one**

1. University of Exeter. (2015, December 23) Scientists call for reduction in plastic lab waste: 5.5 million tons of plastic being generated globally in the course of scientific research. ScienceDaily. Retrieved May 4, 2021, from www.sciencedaily.com/releases/2015/12/151223221353.htm



CREATING A MORE SUSTAINABLE LAB, TODAY

We know creating a more sustainable lab cannot wait for the future. That's why, while we're investing in building the lab of the future, we're equally committed to ensuring our lab solutions of the present are also helping to drive sustainability. Our Avantor Services organization is leveraging lab operational data and our deep expertise in products and workflow to optimize material selection and on-site inventories. This is how we deliver more sustainable processes and product solutions that minimize the generation of waste while propelling scientific innovation.

Our hardware solutions provide the convenience of 24/7 on-site consumables procurement, with the connectivity and real-time insights of Inventory Manager. Throughout all processes, robust data and analytics reporting generate 360-degree visibility into critical lab operations.

Through our cloud-based, proprietary digital solutions, we're helping our customers proactively monitor,

manage and automate tasks to reduce and eliminate wasteful purchasing processes. We use data- and metrics-based insights to optimize workflows:

- **Inventory Manager's** robust platform centralizes materials management, with real-time reporting and automated procurement to optimize supply chain.
- The integrated **Chemical Manager** platform elevates lab materials awareness with the full visibility of container-level tracking to ensure regulatory compliance.
- **Equipment Manager** ensures high-value equipment and instrumentation are ready on demand, seamlessly managing the full life cycle.

The accuracy of our digital solutions is evidenced by LabTrak, which for over 40 years has been responsible for tracking over 100 million samples in our biorepository facilities system and has never failed to return one.

Working smarter at our Bridgewater Innovation Center

The lab of the future is created at our Bridgewater Innovation Center and within customer locations across the globe. We're helping to drive needed change in scientific operations and laboratory logistics for healthcare and life sciences, developing how digital technologies can simplify and accelerate research and discovery through on-demand laboratory services.

We're combining our expertise in laboratory operations, laboratory materials management, real-time data analysis, critical environments and materials location management and apply data algorithms from optimized workflows to generate predictive analytics that know what materials are needed and when. These predictive analytics further help our customers better manage inventory to reduce excess product waste.





Recognition:

Biorepository center earned DGNB "Gold" certification for sustainable construction

Supporting growing demand for scientific research and clinical trial sample storage

We constructed and opened a purpose-built, best-in-class biorepository and archiving facility near Frankfurt, Germany, to support a growing demand for regulatory-compliant scientific research and clinical trial research asset storage — including data, specimens and samples. The investment supported globalization and the increasing numbers of clinical trials resulting from fast-tracking of COVID-19 vaccines and the greater volume of drugs in development.

Strategically located near the Frankfurt airport, the facility enables researchers to have access to their samples for future research and analysis, or study validation, within 24 hours.

The facility earned the internationally recognized German Sustainable Building Council DGNB "Gold" certification for sustainable construction, which helps to reduce cost-intensive risks while focusing on ecology, economy and sociocultural issues. The project achieved high performance with an 86% ranking of Ecological quality and a 92% ranking of Economic quality.

This facility has also **earned the German EnEV certification for buildings energy efficiency**, a framework that ensures the targets of the German Federal Government's energy policies are reached. **The building overachieved the level of efficiency needed to attain certification by 110%.**

// We're proud of our more than 40-year biorepository heritage, during which Avantor has stored more than 100 million research assets and never failed to return one. It's another example of how Avantor sets science in motion to create a better world. //

CHRISTOPHE COUTURIER
Executive Vice President, AMEA

Environmental sustainability

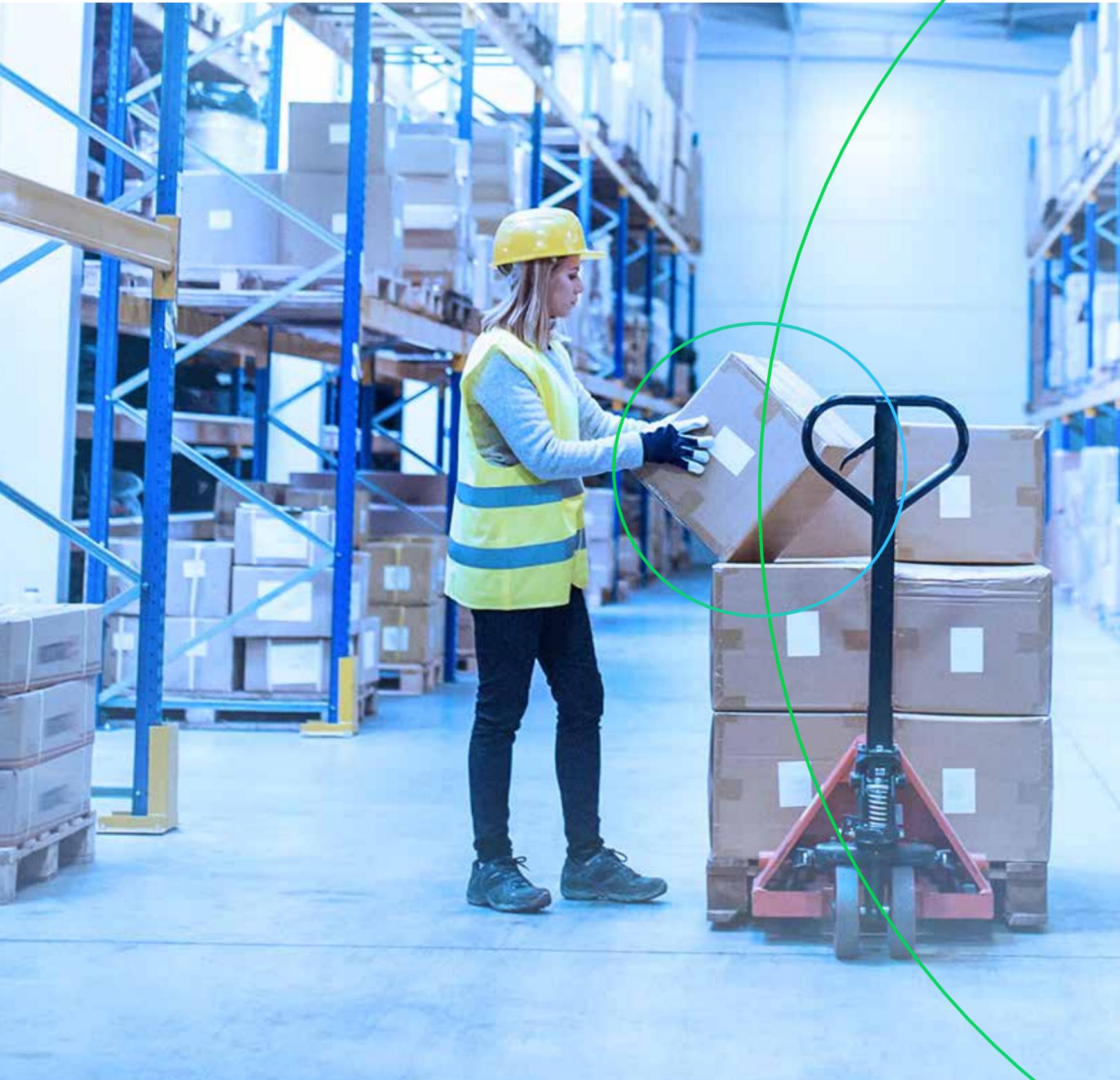
A shared responsibility and commitment

AVANTOR WILL:

- Reduce our carbon footprint and deliver solutions that combat climate change and support a low-carbon economy across our value chain.
 - Work to protect the environment by preventing pollution from production and logistics, avoiding or minimizing waste generation, lowering our energy consumption (electricity, gas and fuels) while seeking renewable and other lower-impact energy sources and promoting the use of environmentally preferable products and packaging.
 - Monitor and manage our environmental impact by tracking our energy and water use, waste generation, recycling and other related activities and taking action to reduce our impact.
 - Raise companywide awareness of our commitments, including through training provided to all our associates on our environmental responsibilities.
- Comply with the requirements of relevant legislation, regulations and other requirements.
 - Engage with our key stakeholders on issues of environmental importance and serve as a reliable partner for interested parties, customers, suppliers, the environment and the society we live in — including raising awareness of relevant issues and ways that our services and products can reduce environmental impact.

Avantor's environmental sustainability commitments are the responsibility of our entire organization, from our Board of Directors to our management team to each of our associates worldwide. We are committed to setting goals, measuring progress and communicating results as we advance our environmental sustainability program.





Five Avantor sites convert to LED lighting, reducing total energy consumption by 3,707 MWh annually

Multi-phase LED lighting initiative

Demonstrating our proactive commitment to the environment and associate well-being, five US-based Avantor sites completed full conversion to LED lighting systems. The **impact of this first phase conversion reduced nearly 60% of the sites' lighting energy usage**, reducing total energy consumption by 3,707 MWh annually. **Phase I is expected to reduce our greenhouse gas emissions by 1,108 MTCO₂e in 2021**. Phase II LED lighting conversions are currently underway at seven additional Avantor sites and are expected to achieve similar results.

In addition to its energy-saving benefits, LED lighting provides more even lighting to improve workplace visibility. This can greatly reduce eye strain compared to incandescent lighting systems, increasing overall associate well-being and productivity.

60%

Reduction of lighting energy use

3,707

MWh reduced annually

COLLABORATION HELPS CUSTOMERS MEET SUSTAINABILITY GOALS

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

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

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

MY GREEN LAB

We believe it is important to support our customers, associates and suppliers in building a culture of sustainability within life sciences. That is why we sponsor **My Green Lab**, a nonprofit organization that is inspiring the scientific community to integrate sustainability into our industry through education, community engagement and market-leading certification tools. Through our collaboration, we are supporting the expansion of sustainability education and engagement by:

- supporting the implementation of **Green Lab certification** at our partner sites.
- integrating the **ACT label** into our catalog of products to promote Accountability, Consistency and Transparency in lab procurement.



Helping our customer reduce GHG emissions by 3.9 MTCO₂e annually

When our customer was shipping used pipettes for cleaning and maintenance to their facility over 1,100 miles (1,770 km) away via air and ground transportation, our Avantor Services team identified an opportunity to increase process efficiency and reduce customer greenhouse gas emissions associated with transportation.

Since our cleaning and processing location was closer in distance to the customer's site than the current facility, we knew outsourcing the service would decrease the customer's carbon footprint by reducing shipping distance.

By outsourcing pipette cleaning and maintenance services to us, we **helped our customer reduce greenhouse gas emissions by 3.9 MTCO₂e annually due to less inbound and outbound shipments, as well as shorter distances needed for shipments to get to our sites.**

The new pipette cleaning and maintenance process also helps ensure a consistent method for calibration and equal quality of pipettes across all customer sites in the region — so innovation can continue without disruption while supporting the customer's sustainability goals.

We helped our customer reduce greenhouse gas emissions by

3.9
MTCO₂e annually



Generating cleaner emissions with on-site solar energy

To proactively decrease our carbon footprint and further demonstrate our commitment to renewable energy technology, we installed a 102 kWp solar photovoltaic (PV) system comprised of **277 solar panels** at our Neerabup, Western Australia, facility in December 2020. **The system is expected to generate more than 150,000 kWh annually, reducing our emissions by 150 MTCO₂e each year.**

Installing this solar array also replaces the reliance on the primary external energy provider that uses coal fossil fuels to generate energy. By moving our energy source to primarily on-site solar generation, we expect to **reduce our emissions by 150 MTCO₂e each year.**

We installed a 102 kWp solar photovoltaic system comprising

277

solar panels

ADDRESSING GREENHOUSE GAS (GHG) EMISSIONS AND ENERGY MANAGEMENT

In 2020, we generated 61,885 MTCO₂e GHG emissions, representing a 6% reduction from the prior year. Our energy consumption also decreased by 6% from the previous year. In 2020, we consumed 220,507 MWh across 61 sites globally.

These reductions are primarily a result of operational changes due to COVID-19 and site-specific energy efficiency and optimization initiatives.

OUR GOAL

Reduce scope 1 (direct) & scope 2 (indirect) emissions

15% BY 2025



GREENHOUSE GAS EMISSIONS

Scope 1 & 2¹

61,885 MTCO₂e

Direct (Scope 1)

25,969 MTCO₂e

Indirect (Scope 2)

35,916 MTCO₂e

Intensity

9.68
MTCO₂e
per \$M-USD
Net Sales

4.91
MTCO₂e
per
Associate

ENERGY

Consumption²

220,507 MWh

Consumption by Type

92,219
MWh
Electricity

127,779
MWh
Natural Gas

337
MWh
Diesel

172
MWh
Oil

Intensity

34.49
MWh
per \$M-USD
Net Sales

17.49
MWh
per
Associate

1. Data reported in metric tons of CO₂ equivalents representing 61 sites globally reporting on emissions in 2020.
2. Data reported in megawatt-hours representing 61 sites globally reporting on energy use in 2020.

WASTE DIVERSION & RECYCLING

Waste Diversion From Landfill¹

55.1%

Waste Generation and Disposal Method

4,681 MT Recycled | 509 MT Waste to Energy

4,227 MT Landfilled | 9,417 MT Total

CUSTOMER RECYCLING SOLUTIONS & DIVERSION FROM LANDFILL

Customer Waste Recycled²

496 MT

WATER CONSUMPTION³

1,642 ML



MANAGING WASTE AND DIVERTING WASTE FROM LANDFILL

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

Our 2020 efforts culminated in a 55.1% waste diversion from landfill rate within our operations.

In addition to our own operation waste reduction activities, we play an important role in partnering with our customers to help reduce and divert their waste from landfill as well. Through our customer-facing recycling programs, we recycled 496 MT waste for customers in 2020.

ENHANCING WATER REUSE, RECLAMATION AND REDUCTION

As global demand for water increases, we continue to enhance water reuse, reclamation and reduction initiatives at each of our locations. Today, Avantor measures and tracks water consumption through our sustainability performance module.

In 2020, we consumed 1,642 ML of water, a decrease of less than 1% from the previous year⁴.

1. Data reported in metric tons representing 37 sites globally reporting on waste generation, disposal and diversion in 2020.

2. Data reported in metric tons of customer waste sent for recycling in 2020.

3. Data reported in million liters (1,000 m³) representing 43 sites globally reporting on water use in 2020.

4. Water consumption for 2019 has been revised to 1,642 ML due to improved data accuracy.

Product life cycle

OPTIMIZING PACKAGING FOR A MORE SUSTAINABLE SUPPLY CHAIN

Packaging plays a significant role in our own and our customers' environmental impact. As a result, we continue to utilize a product-to-package ratio optimization within our distribution centers to help our associates in identifying the correct box size for each order. Where possible, we utilize packaging materials that are recyclable and contain post-consumer recycled content.

Our J.T.Baker CYCLE-TAINER solvent delivery system is designed to meet the needs of customers who routinely purchase and use high-purity solvents. The Avantor CYCLE-TAINER system offers our customers an alternative to using bottles and one-way drums. This program provides a safe and sustainable high-quality system that eliminates the need for additional packaging.

HELPING CUSTOMERS MAKE INFORMED, SUSTAINABLE PURCHASING DECISIONS

Through our **Environmentally Preferable Products (EPP) program** we can provide greater transparency to our customers, helping them to make more informed and sustainable purchasing decisions. Currently, we offer more than 20,000 different environmentally preferable products for our

customers around the globe, indicated on our e-commerce website, VWR.com, as environmentally preferable products. We work with our suppliers to designate sustainable products, materials and equipment based on one or more of these attributes:

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

By providing this product information and additional transparency with our Environmentally Preferable Products program, our teams can partner with our customers to benchmark sustainable purchasing today and begin to identify more sustainable alternatives to help our customers reduce their operational environmental sustainability impacts and achieve their goals.



ENVIRONMENTALLY PREFERABLE PRODUCTS

21,001

WORKING TOGETHER TO GIVE WASTE NEW LIFE

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

Single-use disposables are often necessary to reduce contamination risk and ultimately ensure the safety of scientific researchers, healthcare workers, patients and the general population, as exemplified by the COVID-19 pandemic. However, the industry needs to find creative ways to reduce single-use waste where possible. By offering a variety of innovative recycling and take-back solutions, Avantor is helping to give single-use waste new life.

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



Pipette tip box recycling program is diverting material from landfill

Typically made of #5 plastic (polypropylene), pipette tip boxes are rarely accepted by curbside recycling programs since they cannot easily be mixed with #1, 2 and 3 plastic. Because of this, polypropylene has become part of a significant waste stream to landfills and incinerators.

By aggregating #5 plastic in bulk, our pipette tip box recycling program helps our customers reduce landfill waste and give this plastic a new purpose through a complete waste collection, shipment and recycling solution. **In 2020, Avantor partnered with our customers to recycle an estimated 314,000 pipette tip boxes, diverting approximately 56,000 lbs. of material from landfill.**

How does it work?

By enrolling in the program, our customers receive a collection box for their pipette tip boxes that can hold any pipette tip box, regardless of brand or size. The collection box can hold more than 110 empty pipette tip boxes and comes with a prepaid UPS shipping label. Once full, UPS will pick up the box from the location so our customers do not have to drop off the box.

Once received by our collaborator, Terracycle®, pipette tip boxes are ground, melted and pelletized through extrusion to create recycled resin. The resin is combined with other recycled plastics to make park benches and other eco-friendly products.

56K
lbs. of material diverted from landfill



04

Community Engagement

Taking action to build a better world



Community Engagement

IMPACT AT A GLANCE

1 million+ surgical masks donated by Avantor

~\$550K in Avantor Foundation grants enhanced 5 STEM education & 3 healthcare programs

GOALS

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



We create goodness here

Avantor's collective philanthropic work aims to create goodness that makes positive, lasting impact on our society and planet — today and for future generations.

Avantor's mission of setting science in motion to create a better world drives our purpose — and our Science for Goodness ethos for Community Engagement.

Being committed to this purpose means helping to strengthen the communities in which we work and live. We achieve this through philanthropic giving from Avantor and the Avantor Foundation, and our associates taking action to support healthcare access and STEM education and to protect the environment. It's how we make a better world, together.



ACTIONS

REIMAGINING OUR JOURNEY

Our community engagement journey has taken a somewhat nonlinear path forward. To understand the intent of our actions in 2020 and where we are going, it's important to know where we started.

When we became a public company in May 2019, we decided to assess our strategic giving and community engagement approach by benchmarking, listening to our leaders and associates and evaluating the information.

OUR ACTIONS TO CREATE GOODNESS THROUGH COMMUNITY ENGAGEMENT

We learned and recognized that best serving our communities requires a holistic assessment to identify how we can create sustainable impact and take action to bring them to fruition.

In early 2020, companies around the world were called to act and help address the COVID-19 pandemic.

During an unprecedented year of uncertainty, we determined that our inherent responsibility of creating goodness would be best served by redirecting some of our giving to help reduce the spread of COVID-19 through humanitarian aid and surgical mask donations.

Additionally, the Avantor Foundation distributed grants to support STEM education and healthcare access across the globe. And our volunteerism has been temporarily paused until after the COVID-19 pandemic eases to ensure the safety of our associates, our communities and others.

We applied our learnings to identify actions that better align with our global Environmental, Social and Corporate Governance (ESG) strategy and:

- Formulated short- and mid-term strategic frameworks and proposed a **governance model for giving** and related processes.
- **Evolved how we hold ourselves accountable to better support our giving**, such as establishing a formal approval process and policy.
- Affirmed alignment with our mission by **making healthcare more accessible to those in need** and **investing in the future of science** through STEM education.
- **Focused our STEM education support** on underserved high school students, especially among women and minorities, so they are encouraged to pursue science and technology degrees.
- Assessed and formulated core elements of our **volunteerism program**.



Mobilizing Science for Goodness

through strategic giving from Avantor and the Avantor Foundation

Our giving philosophy aligns seamlessly with Science for Goodness — advancing community well-being for a healthier society and supporting quality STEM education that encourages young minds to become enthusiastic about problem-solving so that tomorrow's innovators are better able to address future challenges.



AVANTOR FOUNDATION GRANT GIVING

We have better aligned the Avantor Foundation mission — to create a better world by advancing STEM education and providing healthcare to those in need — with our corporate mission and values.

Going forward, the Avantor Foundation will:

- Create a positive impact where we operate on a global level.
- Invest in the future of science by funding programs that help underserved high school students gain access to STEM education, especially among women and minorities, through:
 - Community-based organizations that teach science and technology.
 - Science labs in high schools, community colleges or smaller universities by providing support for equipment and/or talent.
- Fund organizations that bring basic healthcare services and providers to people who are impoverished, do not have access to healthcare services or are disaster survivors.

\$4.9M+

Donated by the Avantor Foundation since inception

ACTIONS

- In 2020, amidst the communication and logistical challenges of a global pandemic, the Avantor Foundation remained steadfast in its community support, distributing grants totaling **more than \$550,000**, and began its broader journey in giving grants globally.
- Since its inception in 2009 through the end of 2020, the Avantor Foundation donated more than **\$4.9 million** and awarded more than **500 grants** across many community-based organizations.

avantor™
foundation



Connecting those with limited access to urgent medical care — Philadelphia, PA, USA

Project HOME, a Philadelphia, Pennsylvania-based nonprofit providing whole-person care to those struggling with poverty and homelessness, accepted an Avantor Foundation grant to **expand its mobile nursing staff from two to three nurses**, addressing increased demand for services. In addition to providing outreach-based medical care, the program looks to identify and aid patients who need ongoing care available at Project HOME's main location in North Philadelphia.



Enhancing pediatric asthma healthcare — Shanghai, China

A grant to Project HOPE improves lives of children suffering from asthma throughout Shanghai, China. Leveraging the resources of Shanghai Children's Medical Center (SCMC), **pediatric asthma clinics were established among primary and secondary hospitals** throughout Shanghai. Ensuring quality of care throughout the program, SCMC asthma specialists provided training, diagnosis and treatment protocols, as well as engaged in monthly mentorships with on-site providers.





Focusing on healthcare during a global pandemic

Donation of more than one million surgical masks has far-reaching impact

Getting help to where it's needed most can be a challenge in itself, and the pandemic further tested supply chains that nonprofits rely on for incoming aid. Avantor worked to identify a US-based organization that could widely distribute one million surgical masks in the fight against COVID-19. We worked closely with NAEIR, the National Association for the Exchange of Industrial Resources, whose mission of **distributing donated goods to schools and nonprofits was a natural fit** to help Avantor fulfill its mission for giving while getting masks in-hand and in use with students, teachers and nonprofits across the United States.

Mobilizing COVID-19 humanitarian aid to communities worldwide

Working with CAF America, an Avantor Foundation grant was quickly **deployed to aid organizations serving on the frontlines of the pandemic** and supported the work of hospitals, community-based organizations and other charities around the world. Grant dollars were allocated to geographies near Avantor facilities.

Advancing STEM education

Eureka! STEM program helps girls discover science

...in Philadelphia & Southern New Jersey, USA

An Avantor Foundation grant to Girls Inc. of Greater Philadelphia & Southern New Jersey is helping launch early discovery of STEM careers for school-aged girls. "Eureka!," an intensive, **five-year program for eighth- to twelfth-grade girls**, focuses on building confidence and skills through hands-on learning opportunities in science, technology, engineering and mathematics. Partnering with Drexel University, the girls receive on-campus STEM instruction, as well as participate in field trips, mentoring, career training, job shadowing and an internship so they may apply their skills in real-world situations.

...in Carpinteria, California, USA

Girls Inc., Carpinteria, California, received a grant from the Avantor Foundation to establish a dedicated STEM lab on its main campus in Carpinteria. The STEM lab is utilized by **200 eleventh- and twelfth-grade girls enrolled in the "Eureka!" program**. The grant also funded hiring of a STEM learning facilitator to instruct the girls throughout the year.



// Our Avantor Foundation STEM lab will serve as a safe space for girls to dismantle machines, observe plants and animals and build robots through female-led, open-ended activities designed to ignite girls' passion in these fields. //

JAMIE COLLINS
Executive Director of Girls Inc.
Carpinteria, Calif.



STEM career preparation – Chicago, Illinois, USA

Lumity, a Chicago-based nonprofit focused on STEM career preparation, utilized an Avantor Foundation grant in its work of engaging Chicago-area students in underserved communities in STEM career preparation. In the **comprehensive four-year program**, Lumity provides public school students with immersive experiences that build on each other, both inside and outside the classroom. Interactive, in-class lessons are combined with career networking opportunities, visits to corporate partner sites, STEM fairs and one-day challenge projects that pair students with STEM professionals to formulate solutions for a community-based need.



Remote STEM outreach program serving students – Chicago, Illinois, USA

From an Avantor Foundation grant received at the end of 2020, the United States Naval Academy (USNA) Foundation is deploying this grant for its remote STEM outreach program, **serving over 100 ninth- and tenth-grade students at five public high schools** in the Chicago area. Central to the program is instilling an understanding of STEM awareness and career possibilities, supported with student mentoring provided by USNA midshipmen and faculty. USNA staff also help to identify additional STEM engagement activities, programs and events aligned to student interest.

Summer science academy explores STEM careers – Atlanta, Georgia, USA

Emory University's Summer Science Academy, based in Atlanta, Georgia, is utilizing an Avantor Foundation grant to help incoming ninth- and tenth-grade students discover careers in science and health professions. **Throughout the three-week program, 75 students engage in career awareness activities and skill development**, in areas such as biology, anatomy, physiology and genetics, and learn how these careers apply in the real world.



FUTURE FOCUSED: SUSTAINING GOODNESS THROUGH VOLUNTEERISM

Volunteering our time further expands the good we create. Throughout our company's history, our associates have volunteered locally. As we look to the future, we will better align our volunteerism to our global strategy and sustainability pillars, which we believe holds the power to connect our associates to our mission in a more personal way.

Our plan was to drive and operationalize global volunteerism in 2020. However, we made the decision to pause our efforts due to the pandemic. We're excited to accelerate our volunteerism and related programming based on guidance from credible health agencies and local governments as vaccines reach more people.

When we launch our volunteerism programming, our efforts will focus on three key areas:

- 1. STEM learning** As a global leader in life sciences, we want to share our expertise and passion for STEM learning to support vital education for the next generation of leaders.
- 2. Healthcare to those in need** By applying our knowledge and experience, we will support a healthier society in the communities in which we work and live.
- 3. Environmental stewardship** Like many industries, we understand the challenge of products going into the waste stream and we will take more action to protect our environment. Our associates voiced that they want to make a difference through volunteerism.

ACTIONS

- Our targets were established in the Fall of 2020. Benchmarking will begin once programs are launched.
- In 2021, we established a new Volunteerism Policy that provides a global process and approval methodology, empowering associates to participate in service activities aligned to our giving strategy.
- As we shifted our focus to reimagining our governance model, we looked at ways we could support virtual volunteerism. To ensure a multilevel engagement approach, we are identifying volunteerism opportunities for associates in partnership with Avantor Foundation grantees.

We look forward to sharing more about the impact of our volunteer program in future reporting.





05

Governance & Integrity

Doing good as one

Governance & Integrity

IMPACT AT A GLANCE

Adopted enhancements to shareholder rights:

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

See [page 63](#) for further information.

GOAL

Launch Avantor Responsible Partner Program:

In 2021, we are enhancing our expectations and engagement surrounding partner responsibility.

See [page 70](#) for more information.



Instilling Science for Goodness

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



// With ESG woven into our values and our global strategy, we are fully committed to operating as a responsible corporate citizen. We want every Avantor stakeholder to trust that we act at all times with ethics and integrity — and we believe our ESG efforts will inspire confidence that Avantor is pursuing an equitable, sustainable future while delivering economic growth. //

JUSTIN MILLER
Executive Vice President
General Counsel & Secretary

At Avantor, we are proud of what we do to create a better world. We are committed to acting as an honorable corporate citizen around the world, beginning in the communities where our associates live and work. This encompasses conducting

business in full compliance with applicable laws and regulations, maintaining a robust **Code of Ethics and Conduct** and other internal policies and clearly communicating to associates our high expectations for ethical behavior. Similarly, we strive to work

with customers, suppliers and others who are committed to diversity and inclusion, as well as to our high standards for quality, service and business integrity.

DRIVING STRONG CORPORATE GOVERNANCE

The role of our Board of Directors

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

Board composition

Director independence: The Avantor Board has nine members, seven of whom are independent, as defined by the New York Stock Exchange's (NYSE) corporate governance listing standards. In addition, each of the Board's three standing committees — the Audit and Finance Committee, the Compensation and Human Resources Committee and the Nominating and Governance Committee — are composed entirely of independent directors.

Our Board is led by Mr. Rajiv Gupta, our nonexecutive Chairman. Mr. Gupta possesses significant experience in leading global public companies and their Boards, as well as a deep understanding



of Avantor's strategic objectives. He emphasizes the importance of the Board's objectivity and independence as he and our other directors fulfill their important oversight role on behalf of all shareholders. In addition, in 2021, our Board appointed current director Jonathan Peacock as its first Lead Independent Director.

To ensure free and open discussion and communication among the nonmanagement

directors of the Board, nonmanagement directors meet in executive sessions without members of management present and independent directors separately meet in private sessions that exclude management and directors who are not independent.

Please refer to our [2021 Proxy Statement](#) and [Investor Relations](#) website for more information regarding our Board of Directors and Corporate Governance Guidelines.

ABOUT OUR BOARD MEMBERS

Our Board possesses relevant skills and experience that contribute to a well-functioning governance of our strategy and management.

Avantor's commitment to diversity begins with the Board itself. Our Board believes diverse viewpoints support a more effective decision-making process, and we are committed to enhancing our Board's diversity — including gender, racial, ethnic and age diversity — through the Board's ongoing strategic refreshment process.



BOARD

9

Members¹

BOARD DIVERSITY – GENDER

22%

Female

78%

Male

BOARD DIVERSITY – AGE

3

40-49

3

50-59

2

60-69

1

70+

1. Currently, the number of authorized directors is 11 and may be changed by resolution of our Board.

Board oversight of strategy & risk

As a whole and through its committees, the Board oversees Avantor's strategy and risk management, including key environmental, social and governance (ESG) matters. This risk management approach facilitates review at the senior management and Board level to proactively identify and navigate risks and opportunities in the following ways:

AUDIT & FINANCE COMMITTEE

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

The **Audit & Finance Committee** is responsible for the appointment and oversight of the external accounting firm engaged for the purpose of conducting an independent audit of Avantor's financial statements and internal controls. 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 quarterly basis.

The **Audit & Finance Committee** also assists the Board in monitoring cybersecurity risk by receiving 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 structure and compensation programs, including the formulation, administration and regulatory compliance with respect to compensation matters.



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

NOMINATING & GOVERNANCE COMMITTEE

Assists the Board by overseeing and evaluating programs and risks associated with the Board's governing processes, organization, membership and structure. It also leads the Board's succession planning and 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 **Nominating & Governance Committee**, as well as the full Board, was regularly updated in 2020 as Avantor launched its enhanced Sustainability Program. These discussions included updates on our sustainability reporting and commitments under our four sustainability pillars.

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

SHAREHOLDER RIGHTS

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

In 2020 and 2021, the Board adopted or recommended for shareholder approval the following changes to our governance practices in order to increase shareholder engagement and director accountability:

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

EXECUTIVE COMPENSATION

The goal of our executive compensation program is to attract and retain highly skilled executives and foster long-term retention through our pay for performance philosophy. To achieve this goal, Avantor's Executive Compensation program has an emphasis on long-term equity with direct linkage

tied to attainment of defined company objectives achieved and vesting over time. Our shareholders have voted overwhelmingly in favor — 99% in 2020 and 96% in 2021 — of the compensation of our named executive officers, as disclosed in our **Proxy Statement**.



Risk management & regulatory compliance

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

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





ERM ROLES AND RESPONSIBILITIES

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

Avantor's Executive Leadership Team also oversees efforts to integrate sustainability and corporate responsibility into Avantor's strategic planning, risk management and reporting. Day-to-day responsibility for Avantor's Sustainability Program resides with a cross-functional collection of leaders, who provide diverse perspectives in assessing the impact of sustainability factors.

ERM OVERSIGHT

- **Board of Directors & Audit Committee**
Reviews periodic reports on top risks, mitigation plans and ERM program design and approves Management's approach and strategy concerning specific business risks, as well as relative risk tolerance overall.
- **Executive Leadership Team**
Allocates resources for ERM program design and activities addressing business risks; sets priorities for assessing and mitigating various risks.
- **Risk Committee**
Periodically reviews enterprise risks and associated risk mitigation strategies and provides insight and recommendations for Management action to Executive Leadership Team, as necessary.
- **Business Risk Owners**
Analyze risk, develop risk mitigation strategies and monitor assigned risks using standard templates and methodologies.
- **Internal Audit**
Serves as an advisor on the Risk Committee and validates select risk mitigation activities on a periodic basis as part of annual Internal Audit Plan.

DATA AND INFORMATION SECURITY

Avantor's security program incorporates defined requirements based on leading industry standards such as National Institute of Standards and Technology (NIST) in order to protect the confidentiality, integrity and availability of the organization's information systems and data. As part of our comprehensive approach, we continuously invest in our resources to strengthen our security posture to protect internal and customer data. Information Security is a cornerstone of companywide operations that is given high priority and is supported by a team of experienced professionals within our Information Security and Risk Management (ISRM) department, accountable for key areas such as:

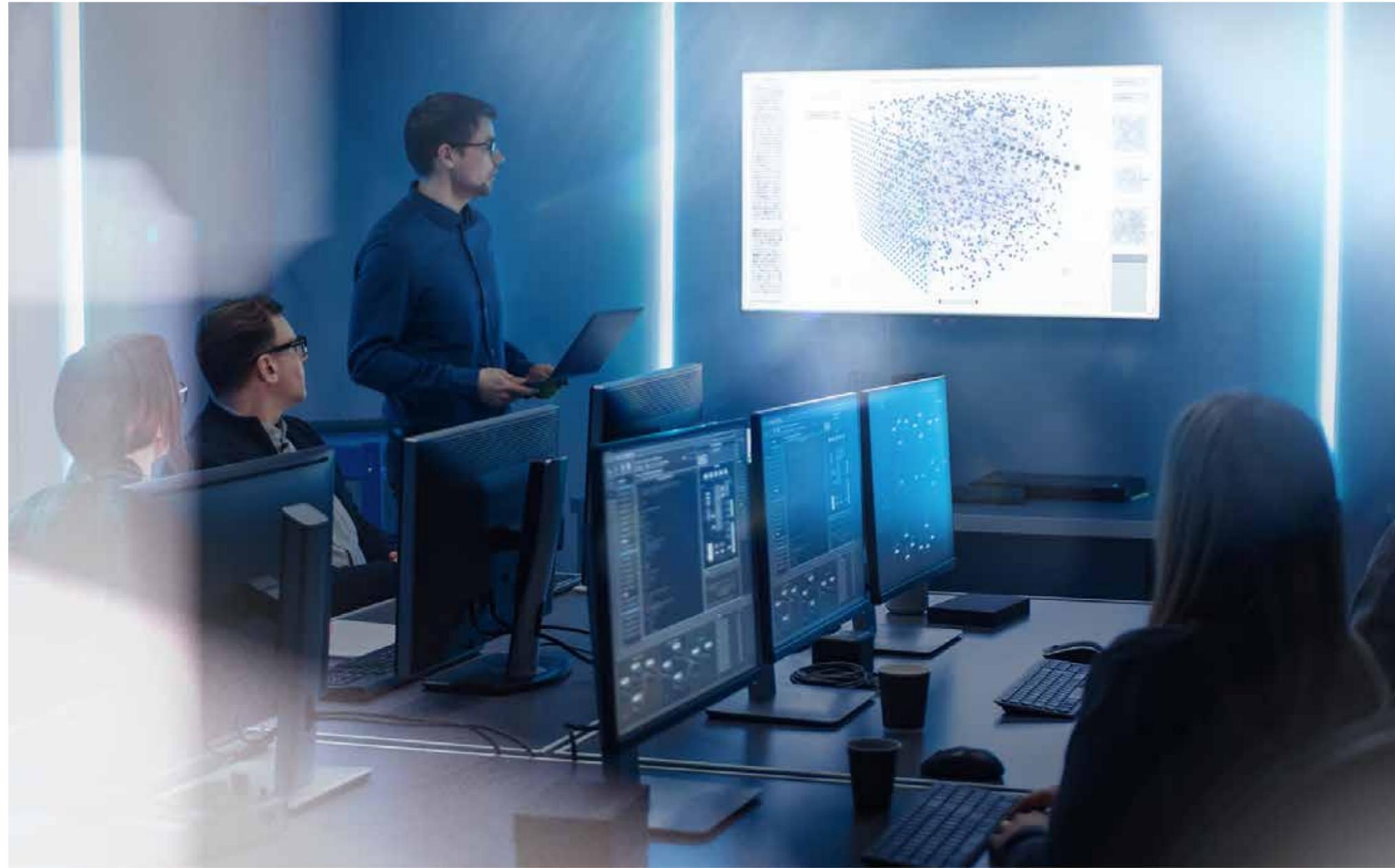
- Policies & Standards
- Security Operations
- Risk Management
- Third-Party Solution Reviews
- Threat and Vulnerability Management
- Security Awareness

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

DATA PRIVACY

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

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



REGULATORY MANAGEMENT

Avantor is fully committed to complying with the regulatory requirements in every region in which we operate.

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

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

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

We have filed — and maintain — approximately 785 master access files (“MAF”) and drug master files (“DMF”) that are registered with regulatory authorities globally. These important files provide critical information about our products to regulatory authorities and customers around the globe.

BUSINESS CONTINUITY

Crisis management and disaster recovery:

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

The Crisis Management program continues to be maintained and implemented at key facilities globally to allow for resilience in operations in the

event of an impairment of facilities, technologies, suppliers or workforce. We believe in a predefined response and recovery framework to allow for a methodical and controlled continuance or resumption of Avantor’s core services to customers and to safeguard our associates.

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



Product safety & compliance policies

QUALITY MANAGEMENT

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

For more than a century, Avantor has helped set the global standard for quality and purity in product manufacturing. Quality is an essential element of every process, program, product and solution from Avantor and is the foundation for the value we deliver to our customers every day. Our commitment to excellence and continuous improvement in quality is reflected in our ISO certifications and extensive regulatory approvals. Our management systems, manufacturing processes, services and documentation procedures are designed to support our various certifications and regulatory approvals, bolstering our efforts to meet all requirements for global standardization and quality assurance.

ISO 9001 – QUALITY

Demonstrating this commitment to standards certifications, our customer fulfillment center in Bridgeport, New Jersey, was our first location to achieve ISO 9001 certification in 1995 for its Quality Management System. Over time, the scope was extended to Distribution and Service Centers throughout North America, including Canada and Puerto Rico.

AVANTOR ISO 9001:2015 CERTIFICATIONS

25 Manufacturing Facilities

15 Distribution Facilities (Americas)

47 Manufacturing & Distribution Facilities (Europe)

ISO CERTIFICATIONS

Avantor holds certification in the following ISO Standards:

- **Quality**
ISO 9001:2015 and ISO 13485
- **Environment**
ISO 14001:2015
- **Health and Safety**
OHSAS 18001:2007 and ISO 45001:2018

Visit our website to view all ISO-certified locations:
avantorsciences.com | [ISO-certifications](#)





ACTIONS

cGMP Manufacturing & cGDP Distribution

Our global footprint and capabilities include thirteen cGMP facilities and nineteen ISO-certified distribution facilities, creating a manufacturing and distribution network that is designed to meet stringent Quality & Regulatory requirements and standards. We offer more products under relevant cGMPs as part of our manufacturing strategy.

ISO 13485 – QUALITY

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

ISO 14001:2015 – ENVIRONMENT

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

OHSAS 18001:2007 AND ISO 45001:2018 – HEALTH & SAFETY

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

Visit our website to view all ISO-certified locations:
avantorsciences.com | [ISO-certifications](#)

ISO 13485 CERTIFIED AVANTOR LOCATIONS:

5

Supply chain management



RESPONSIBLE PARTNER PROGRAM

We work together with our suppliers and other business partners to integrate sustainability practices throughout our supply chain. That is why in 2021 we are enhancing our engagement expectations for partner responsibility and will launch the Avantor Responsible Partner Program.

The Responsible Partner Program will:

- Outline partner responsibility expectations.
- Identify risks and opportunities to share and improve responsible business practices throughout our value chain.
- Establish a long-term strategy, working with our partners to drive a more sustainable value chain.

SUPPLIER DIVERSITY PROGRAM

Connecting our customers with niche and diverse suppliers supports our promise of exceptional choice and quality products and services — that is why our commitment to supplier diversity is so important to our success. We are proud to work with suppliers who share our commitment to diversity, equity and inclusion.

In accordance with Avantor's Supplier Diversity strategy, objectives and policy, we will:

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

Visit our website to view more information on supplier diversity:
avantorsciences.com | [supplier diversity](#)

CONFLICT MINERALS

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

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

SUPPLIER DIVERSITY

1,349

Diverse Suppliers

14.1%

Customer Spend Rate on Diverse Suppliers

\$435M

Total Customer Spend With Diverse Suppliers



Business ethics

As a trusted global partner to customers and suppliers in the life sciences and advanced technology industries, ethical business practices are critical to our success and that of our suppliers.

CODE OF ETHICS AND CONDUCT

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

Our Code of Ethics and Conduct is translated into 15 different languages to ensure our associates throughout the world understand and embrace our values.

CODE OF ETHICS AND CONDUCT

We invite all interested parties to review our Code of Ethics and Conduct:

avantorsciences.com | **Code of Ethics and Conduct**



Human rights & labor

Avantor's dedication to global human rights and labor standards

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.

Our Code of Ethics and Conduct sets the tone for our associates and reflects our long-standing commitment to conducting business ethically.



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 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.

ANTICORRUPTION POLICIES

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

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

Avantor and our associates are also required to maintain books and records that accurately and fairly reflect all payments, expenses and transactions involving government officials.

We may allow limited exceptions to our policies only after receiving prior written approval by the Legal department and ensuring we are strictly adhering to local laws and our anticorruption procedures.

Any actions prohibited by Avantor's anticorruption policy are also prohibited if those actions are taken indirectly through third-party representatives.

Therefore, Avantor expects our associates to perform meaningful due diligence on third-party representatives, including agents, dealers and subdistributors, to ensure that they do not take any action that would constitute a violation of the FCPA, applicable local antibribery or anticorruption laws or Avantor's policies. Avantor has adopted procedures and practices to conduct anticorruption due diligence on our third-party representatives.

ETHICS HELPLINE

View our Ethics Helpline page:
[avantorsciences.com | ethics-helpline](https://avantorsciences.com/ethics-helpline)





06

Sustainability Data Summary 2020

01 People & Culture



TOTAL ASSOCIATES¹

12,611

ASSOCIATES BY EMPLOYMENT TYPE, BY GENDER

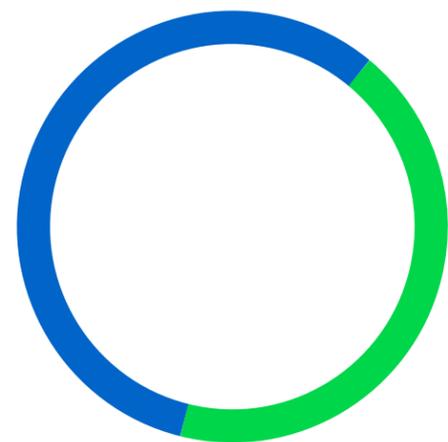
Full-time



Part-time



ASSOCIATES BY GENDER



45%
Female
5,472

55%
Male
6,773

ASSOCIATES BY REGION



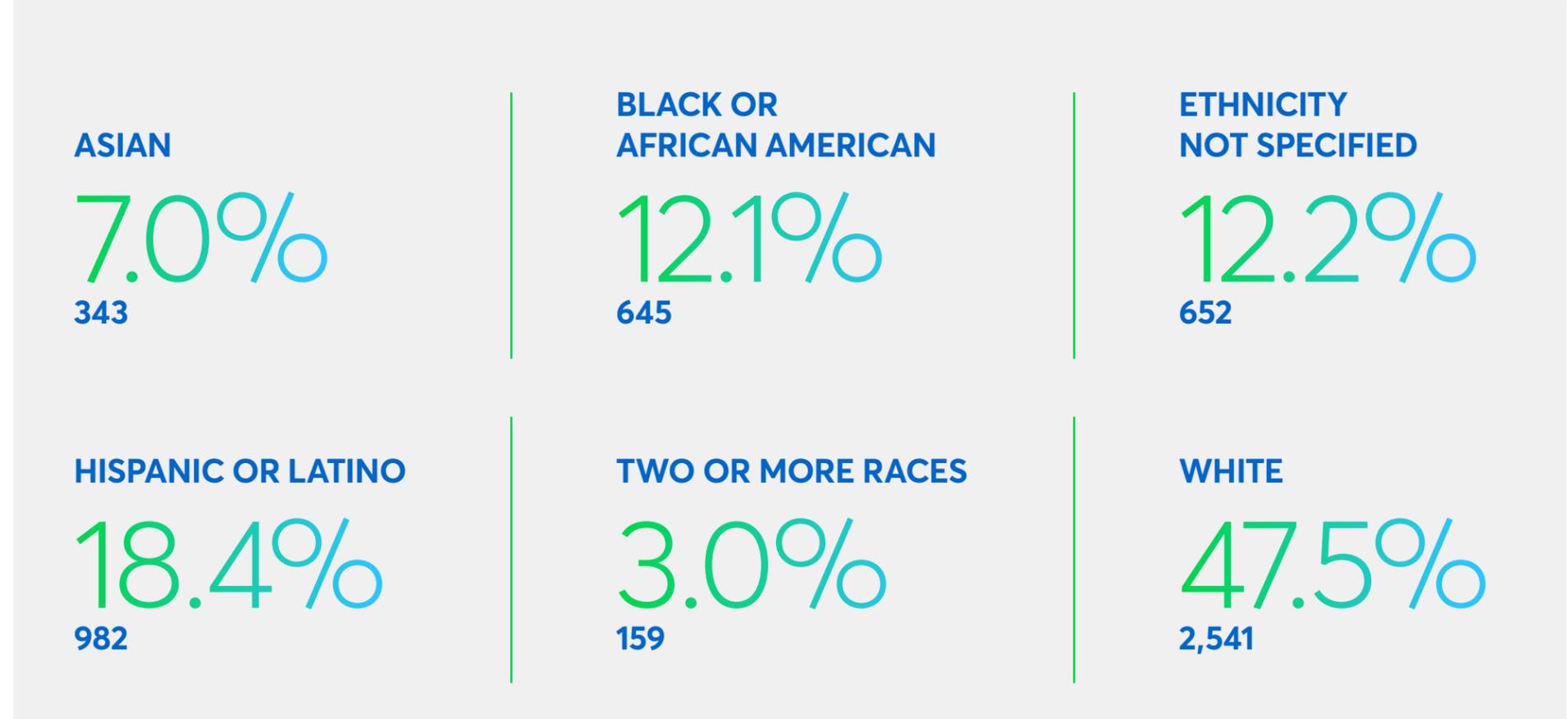
In AMEA, our Global Business Centers globally support a number of Avantor functions.

PERCENTAGE OF WOMEN IN MANAGEMENT POSITIONS BY LEVEL

Position Level	Female	Male
Executive Management	16.7%	83.3%
Senior Management	33.0%	67.0%
Director	31.5%	68.5%
Manager	36.9%	63.1%
Total	34.9%	65.1%

1. Total associates include entire eligible employee population, including 366 individuals whose gender is not reported.

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	Hispanic or Latino	Two or More Ethnicities	White
Executive Management	-	-	-	-	-	100.0%
Senior Management	11.6%	2.9%	-	5.8%	-	79.7%
Director	10.4%	2.5%	-	5.9%	2.0%	78.7%
Manager	8.1%	4.7%	-	9.8%	1.7%	75.8%



50+
ASSOCIATE
LISTENING SESSIONS
HOSTED BY
13 EXECUTIVE
LEADERS

**AVANTOR ASSOCIATE-
CENTRIC TEAMS (ACTS)**

3

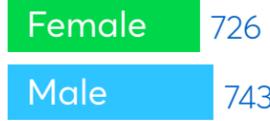
with nearly 300 associates who joined
within the first 90 days post launch

ASSOCIATES RECEIVED PERFORMANCE REVIEW¹

100%

NUMBER OF ASSOCIATES RECEIVED PERFORMANCE REVIEW, BY GENDER AND AGE

Under 30 years of age



Between 30 and 50 years of age



Over 50 years of age



1. For eligible associates





RATE OF NEW HIRES

11.7%

NEWLY HIRED ASSOCIATES

NEW HIRES BY AGE AND GENDER

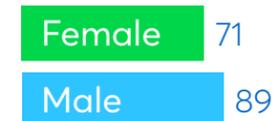
Under 30 years of age



Between 30 and 50 years of age



Over 50 years of age

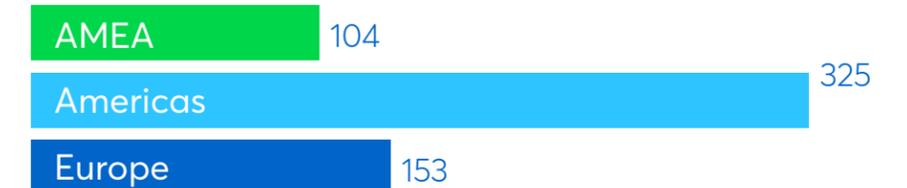


NEW HIRES BY AGE AND REGION

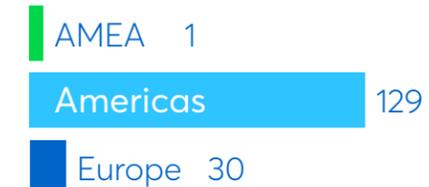
Under 30 years of age



Between 30 and 50 years of age



Over 50 years of age



RATE OF ASSOCIATE TURNOVER

16.1%

OVERALL COMPANY TURNOVER



TURNOVER BY AGE AND GENDER

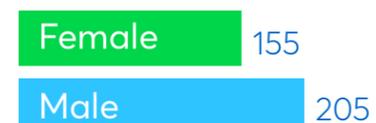
Under 30 years of age



Between 30 and 50 years of age

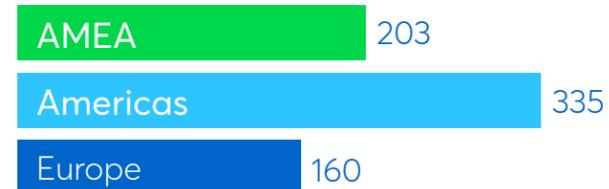


Over 50 years of age

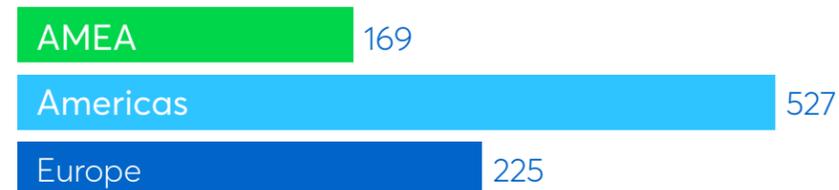


TURNOVER BY AGE AND REGION

Under 30 years of age



Between 30 and 50 years of age



Over 50 years of age



TURNOVER BY LEVEL

Position Level	Voluntary		Involuntary	
	No.	%	No.	%
Vice President and above	4	3.6%	11	9.8%
Director	29	4.4%	17	7.5%
Manager	64	7.7%	39	4.7%
Team Lead/Supervisor	73	9.6%	30	3.9%
Individual Contributor	1,044	9.9%	668	6.4%

ENCOURAGING WELL-BEING

1,937

Avantor in Motion
fitness challenge
participants

200+

Avantor Virtual
5K participants

15+

EAP webinars
and support groups
offered globally

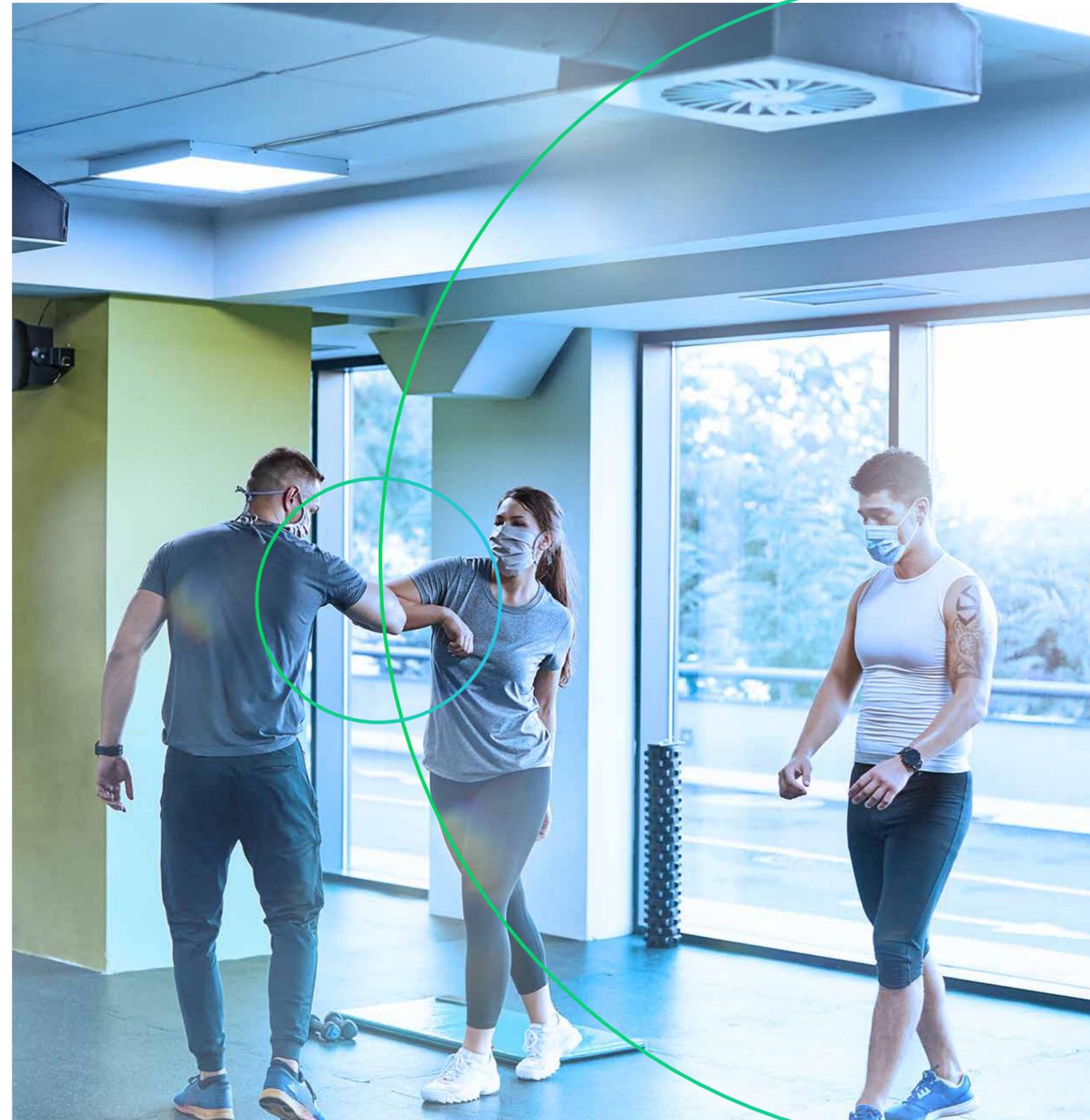
OUR SAFETY RECORD BY THE NUMBERS¹

0.24

Lost Time
Incident Rate
(LTIR)

0.50

TOTAL RECORDABLE
INCIDENT
RATE (TRIR)

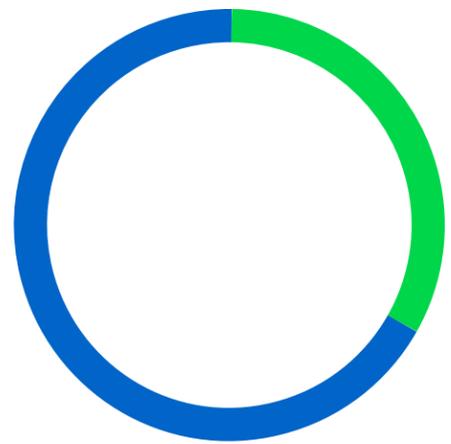


1. According to the U.S. Bureau of Labor Statistics, these data points are well below the industry averages for all the business types in which we work. Visit their [website for industry statistics](#).

IMPACT RECOGNITION PROGRAM

39,729

Total IMPACT Recognition Moments

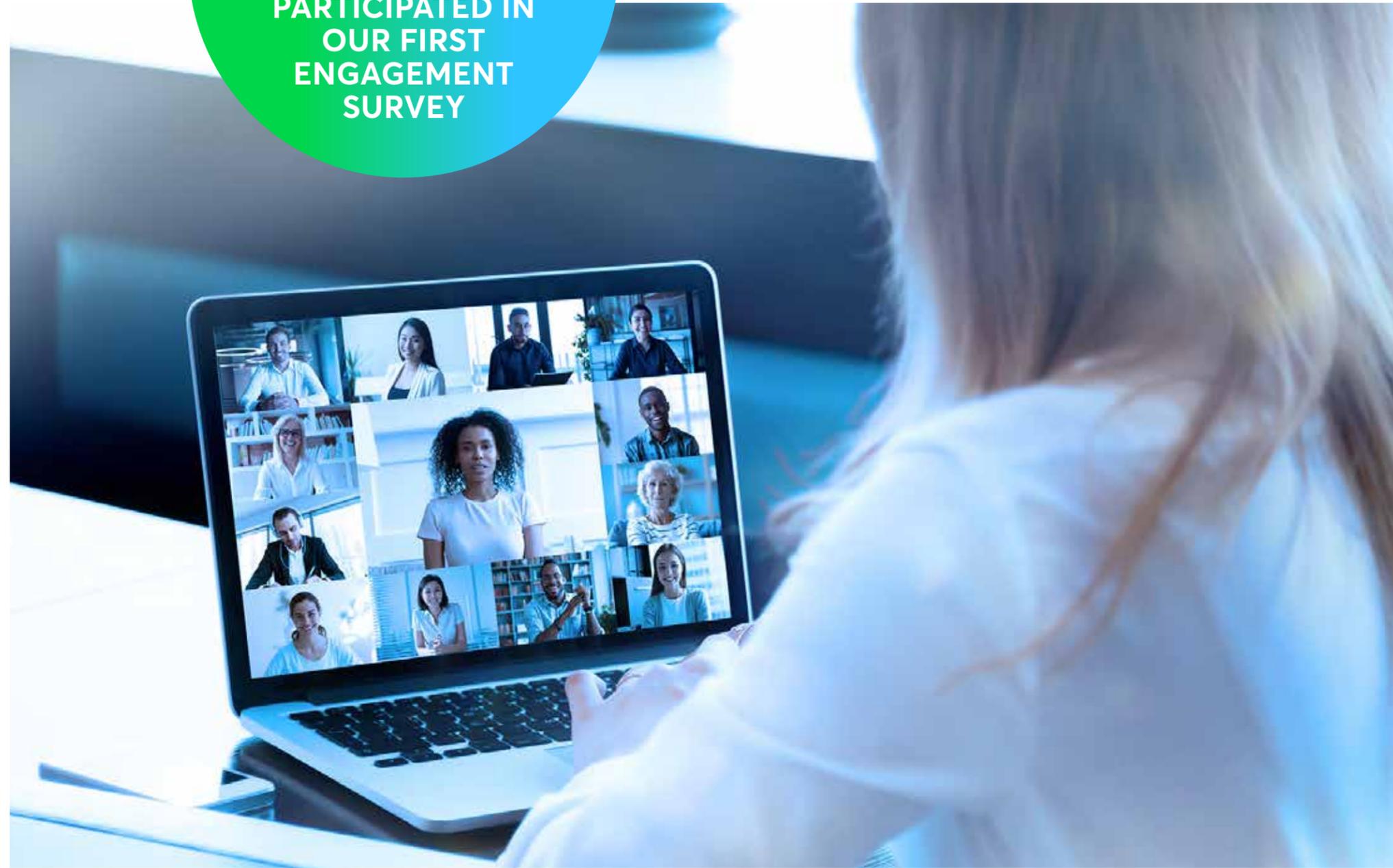


33%
Unique
Nominators

76%
Unique
Recipients

79%

OF ASSOCIATES
PARTICIPATED IN
OUR FIRST
ENGAGEMENT
SURVEY



02 Innovation & Environment



**ENVIRONMENTALLY PREFERABLE
PRODUCTS GLOBALLY**

21,001

**11
INNOVATION
CENTERS**
ACROSS THE GLOBE AND
CLOSE COLLABORATION
WITH OUR CUSTOMERS
HELP MEET THEIR
SUSTAINABILITY
GOALS



6%
**REDUCTION OF
 GHG FROM 2019**

GREENHOUSE GAS EMISSIONS

Scope 1 & 2¹

61,885

MTCO₂e

Direct (Scope 1)

25,969

MTCO₂e

Indirect (Scope 2)

35,916

MTCO₂e

Intensity

9.68

MTCO₂e per
 \$M-USD
 Net Sales

4.91

MTCO₂e
 per Associate

ENERGY

Consumption²

220,507

MWh

Consumption by Type

92,219

MWh
 Electricity

127,779

MWh
 Natural Gas

337

MWh
 Diesel

172

MWh
 Oil

Intensity

34.49

MWh per
 \$M-USD
 Net Sales

17.49

MWh per
 Associate

1. Data reported in metric tons of CO₂ equivalents representing 61 sites globally reporting on emissions in 2020.
 2. Data reported in megawatt-hours representing 61 sites globally reporting on energy use in 2020.

WASTE DIVERSION & RECYCLING

Waste Diversion from Landfill¹

55.1%

Waste Generation and Disposal Method

4,681 MT Recycled

509 MT Waste to Energy

4,227 MT Landfilled

9,417 MT Total

CUSTOMER RECYCLING SOLUTIONS & DIVERSION FROM LANDFILL

Customer Waste Recycled²

496 MT

WATER CONSUMPTION³

1,642 ML

1. Data reported in metric tons representing 37 sites globally reporting on waste generation, disposal and diversion in 2020.

2. Data reported in metric tons of customer waste sent for recycling in 2020.

3. Data reported in million liters (1,000 m³) representing 43 sites globally reporting on water use in 2020.

03 Community Engagement



APPROXIMATELY
\$550K
IN AVANTOR
FOUNDATION
GRANTS

ENHANCED 5 STEM EDUCATION
& 3 HEALTHCARE PROGRAMS

1M+
SURGICAL
MASKS
DONATED

AVANTOR FOUNDATION PHILANTHROPY SINCE 2009

\$4.9M+
DONATED

500+
GRANTS AWARDED

04 Governance & Integrity



BOARD

9

Members¹

BOARD DIVERSITY – GENDER

22%

Female

78%

Male

BOARD DIVERSITY – AGE

3

40-49

3

50-59

2

60-69

1

70+

SUPPLIER DIVERSITY

1,349

Diverse Suppliers

14.1%

Customer Spend Rate
on Diverse Suppliers

\$435M

Total Customer Spend
With Diverse Suppliers

ISO 9001:2015 CERTIFIED AVANTOR LOCATIONS

25

Manufacturing
Facilities

15

Distribution Facilities
(Americas)

47

Manufacturing & Distribution
Facilities (Europe)

ISO 13485
CERTIFICATIONS

5

AVANTOR
LOCATIONS

1. Currently, the number of authorized directors is 11 and may be changed by resolution of our Board.



We are committed to creating a better world — for our people and our planet — through sustainable business practices grounded in the governance outlined in four pillars: People & Culture, Innovation & Environment, Community Engagement and Governance & Integrity.

We look forward to providing regular updates on the programs included in the Report. For further information or immediate assistance, please contact:

INVESTOR CONTACT

AvantorIR@avantorsciences.com

SUSTAINABILITY CONTACT

Sustainability@avantorsciences.com