



Safeguarding Global Health[®]



**2024
Responsibility Report**



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Letter from our **CEO**

We are driven by our mission – Safeguarding Global Health® – which transcends the products and services that we provide through our three businesses, Sterigenics, Nordion and Nelson Labs. Our purpose, our conduct and our values are at the heart of our commitment to corporate responsibility. Of our five core values, it is Integrity – being honest, reliable and accountable in everything we do – that perfectly sums up our achievements in this 2024 Corporate Responsibility Report.

In the following pages, you will read about our work in the areas of environmental sustainability, inclusion and governance, and you will see our core values embodied throughout our achievements.

I am proud that we have made meaningful progress against the goals we outlined in our inaugural Corporate Responsibility Report.

Key highlights include:

- Exemplified an unwavering commitment to safety for patients, employees and the communities in which we operate;
- Refreshed our Board with enhanced skillsets and deepened industry expertise;
- Significantly expanded compensation disclosure and first Say-on-Pay proposal (approved);
- Completed outreach in 2023 to investors representing more than 60% of shares not held by affiliates;
- Further formalized our Enterprise Risk Management (ERM) process, with input from global executives and our Board of Directors;

- Deepened employee engagement by turning annual Voice of the Employee surveys into realizable action plans;
- Continued to ensure the integrity of our supply chain and the equitable treatment of our workforce, as exemplified through our Human Rights Statement and pay-equity assessment;
- Further engaged customers through annual Voice of Customer surveys;
- Improved the scope and data collection processes relating to our environmental sustainability disclosures; and
- Continued investment in Sterigenics ethylene oxide (EO) facilities to reduce emissions below already safe levels.

With support from our Board, Executive Leadership Team, ESG Steering Committee, our shareholders, customers, suppliers and our more than 3,000 employees, we remain committed to advancing our Corporate Responsibility goals.

Michael B. Petras, Jr.
Chair and CEO of Sotera Health

“Of our five core values, it is Integrity – namely, being honest, reliable and accountable in everything we do – that perfectly sums up this 2024 Corporate Responsibility report.”

Living Our Mission Every Day

At Sotera Health, we are steadfast in our commitment to our mission, **Safeguarding Global Health**[®]. Our work helps to ensure the safety of millions of patients and healthcare workers around the globe, as well as the communities in which we operate and our 3,000+ global team members. While our high-quality testing, safe and reliable sterilization services and Cobalt-60 supply expertise help enable the safety of the global healthcare industry, it is our team's commitment to living our mission every day that makes an extraordinary difference.

Our Values



SAFETY

We are uncompromising in our commitment to health and well-being.



CUSTOMER FOCUS

We are driven to fulfill our customers' needs with the highest quality and care.



PEOPLE

We value our people who are part of a global team that is diverse, respectful, passionate and collaborative.



INTEGRITY

We are honest, reliable and accountable in everything we do.



EXCELLENCE

We exceed the expectations of our stakeholders and continue to improve and innovate in everything we do.





Our Commitment to Safeguarding Global Health®

Sotera Health Company (Nasdaq: SHC) is a leading global provider of mission-critical end-to-end sterilization solutions, lab testing and advisory services for the healthcare industry. The name Sotera Health was inspired by Soteria, the Greek goddess of safety, and reflects the Company's unwavering commitment to its mission, Safeguarding Global Health®.

Company Highlights



90+ years of sterilization and lab services



Over 3,000 employees across the globe



Network of 62 global facilities



~5,000 customers in 50+ countries

Alignment with UN Sustainable Development Goals



Good HEALTH and well-being



Gender EQUALITY

Our Three Businesses

STERILIZATION SERVICES

Leader in sterilization services



Comprehensive sterilization services

Provider of mission-critical and often government-mandated sterilization services

48 locations, 2,000+ customers



Gamma technologies

Global leader in supply of Cobalt-60, the key input for gamma sterilization

2 locations, ~40 customers



Expert lab testing and advisory services

Provider of mission-critical medical device and pharmaceutical lab testing and advisory services

12 locations, ~3,000 customers

OUR CORPORATE RESPONSIBILITY PROGRAM:

Progress in Year 3 of Our Journey

Environmental Responsibility

We know that our purpose is greater than our products and services. Across our global network, we approach our Environmental, Health and Safety (EHS) initiatives with the same passion, dedication and commitment as the mission-critical services we provide.

- Further developed our company-wide EHS management system and culture program
- Expanded our utilization of VelocityEHS® to improve management of EHS data and compliance requirements
- Continued investment in enhanced emission controls in our EO sterilization facilities
- Improved the completeness of sustainability metrics and reporting
- Harmonized our global audit process, expectations, finding definitions and training
- Formalized crisis management teams and implemented technology to provide real-time notification



Social Responsibility and Stakeholder Engagement

Through our global team of over 3,000 employees, who are engaged, inclusive, and committed to our values, we deliver high-quality service and are dedicated to providing excellent customer, community and stakeholder care.

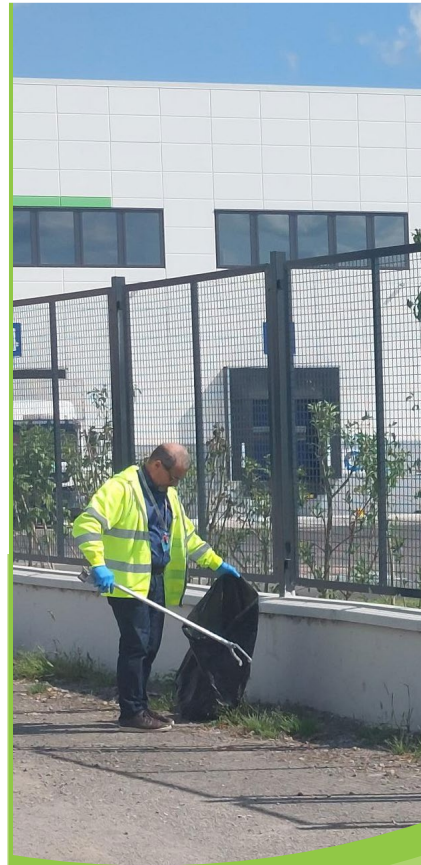
- Continued to monitor employee engagement with pulse surveys and track action items
- Completed global employee engagement survey with 85% participation
- Maintained the number of activities sponsored by the Sotera Health Women's Network
- Sustained programs and activities demonstrating commitment to CEO Action for Diversity and Inclusion Pledge
- Conducted annual Voice of Customer survey and initiated action plans

Governance

Good corporate governance remains fundamental to our business and our values. Integrity and Excellence are two of our values that are important to our governance. We are committed to governance policies and practices that advance these values and our business goals, including Board-level oversight of our Responsibility initiatives.

- All our directors, with the exception of our CEO, are independent under Nasdaq standards (91%); in addition, all the members of all Board Committees are independent
- Karen A. Flynn and Christopher A. Simon joined our Board as new independent directors
- Completed investor outreach to shareholders representing over 60% of outstanding shares not held by affiliates
- Deepened our ERM assessment
- Corporate Responsibility topics are regular agenda items for the Nominating and Corporate Governance (NCG) Committee and full Board





ENVIRONMENTAL RESPONSIBILITY

Protecting People and the Planet

At Sotera Health, Safety is a core value that forms the very essence of our Company. Our commitment to the safety of people and the environment starts at the top and permeates all levels of our organization. Our Board of Directors is dedicated to the effective oversight of our business and affairs and has tasked the NCG Committee with overseeing our Corporate Responsibility and Sustainability programs. Our Senior Vice President of EHS and Sustainability is a member of the Corporate Executive Council and reports directly to the Chief Executive Officer. Our EHS team provides support for all business operations.



One Sotera Health **EHS Program:**



Consistent Metrics and Scorecards



Common EHS Software Suite



ISO-aligned Management System



Sustainability Program



Compliance Assurance Program

In 2023, we achieved several milestones in our multi-year journey to harmonize and enhance Sotera Health's global EHS and Sustainability programs, systems and culture.

EHS Management System: We developed and launched 15 company-wide EHS management system standards. Drawing from the experience within our three businesses and in alignment with internationally recognized standards (ISO 14001 and ISO 45001), our management system provides a solid foundation of consistent expectations for the EHS programs across Sotera Health. We look forward to building upon this foundation in the future, including adding technical standards for priority topics and incorporating best practices from across industry, and seeking to provide effective protection for people and the environment.

Safety-First Culture: We took measures in 2023 to reinforce our safety-first culture, which prioritizes the protection of both people and the environment we all share. This includes launching Sotera Health Safeguards – a set of rules and reminders designed to increase focus on hazards that have the potential to cause serious injury or environmental harm. In addition, we formalized our post-incident learning program to understand root causes, share key learnings and implement systemic actions to prevent recurrence of incidents. We incorporated stop-work and pre-task briefing best practices, held quarterly EHS webinars to build the EHS leadership skills of our facility and department managers, conducted regular safety talks with employees, and communicated important EHS updates through our EHS Matters newsletter. Recognizing a correlation between culture-building initiatives and our EHS performance, we actively encourage and monitor participation from all our facilities.

Crisis Management Protocols: To streamline communications and improve our preparedness for potential emergencies, we formalized crisis management teams (CMTs) within each business unit and implemented a common technology platform, to provide real-time notification and accelerate convening the team during a crisis. After training all CMT members, we conducted several simulated crisis exercises to test the system and allow the teams to practice coordinating their responses in a controlled environment.



Environmental Metrics: We utilize a common software platform, VelocityEHS®, to optimize core EHS processes, improve compliance and drive efficiency. As our EHS programs have grown and evolved, we have expanded our suite of digital solutions, which is now used to manage incidents, audits, inspections, permits, safety data sheets, compliance tasks, actions and more. We are expanding and improving the consistent utilization of these tools to support our continual improvement.

Compliance Assurance: We further strengthened our compliance assurance program by analyzing past audit trends and took steps to proactively manage compliance requirements, leveraging tools such as the VelocityEHS® compliance module. We harmonized the EHS audit process, expectations, finding definitions and training across Sotera Health to align with ISO standards and established a risk-based audit schedule to help maximize the effectiveness of our audit resources.

Predictive Measurements: EHS is managed at the Company, business unit and facility levels. We monitor a combination of leading and lagging indicators at regular frequencies to track progress against our goals. Leading indicators provide insight into the health of key processes and enable proactive management of our EHS programs, while lagging indicators including some standard industry measures are used to gauge our performance results against benchmarks. EHS performance is shared with the Board on a quarterly basis, and EHS deep dives are conducted with the Board at least annually.

EHS Scorecard

Leading Indicators	2022	2023
Potentially Significant Events ¹	38	28
Safety Improvements ²	4,521	4,356
Safety Improvement Rate ³	145	115
ISO Certifications (14001, 45001)	7	7

Lagging Indicators	2022	2023
Total Recordable Injury Rate ⁴	1.32	0.84
Days Away, Restricted / Transferred Rate ⁴	1.03	0.63
Lost Time Injury Rate ⁴	0.51	0.34
Lost Time Severity Rate ⁵	23.03	14.87

Focus Program: Recognizing that a relatively small number of facilities were having a disproportionate impact on the company’s overall safety performance, we developed the Focus program to provide more direct assistance and data-driven solutions for those critical sites. As part of this process, we conduct a detailed analysis of the facility’s safety data, apply tools to identify trends and independently visit the sites to assess the safety culture and leadership commitment. Working together with onsite stakeholders, we develop an action plan to drive meaningful improvement and provide ongoing monitoring and support. The facilities engaged in this program in 2023 achieved 67% combined year-over-year decrease in recordable injuries. With these promising results in mind, we are sharing the tools and learnings to promote continuous improvement at other facilities in the future.

¹Incidents that had the potential to cause serious harm to people, the environment or property/equipment

²Employee-reported EHS suggestions, near misses and unsafe conditions

³Improvements per 200,000 hours worked

⁴Cases per 200,000 hours worked

⁵Lost days per 200,000 hours worked

Sustainability

As part of our commitment to Safeguarding Global Health®, we strongly believe in conducting business in a way that maximizes impact and minimizes the resources it takes to execute our mission. We understand our role as participants in an increasingly interconnected economy with stewardship responsibilities across key sustainability topics and continue to build our capabilities to impact and share our progress.

2023 marked a major advancement in our environmental sustainability program with the implementation of processes and a software system that enable enhanced visibility, tracking and reporting of key environmental parameters, including energy usage, greenhouse gas (GHG) emissions and water withdrawal.

We took measures to address known limitations in the 2022 dataset first disclosed in last year's Responsibility Report to better characterize our GHG emissions and water withdrawal. Specifically, we incorporated CO₂ emissions from the oxidation of EO in pollution control systems into our GHG inventory and expanded our water withdrawal metrics to include all facilities, not just those located in areas of water scarcity. We continue to strive to be as robust as possible in our reporting and transparently disclose scope boundaries.

We also utilized this data to act on immediate opportunities it revealed. For example, after analyzing the data, we determined that 17% of our Scope 1 emissions were attributed to the use of sulfur hexafluoride (SF₆) as an arc quenching media in the wave guides at one of our electron beam facilities. This afforded us the opportunity to drive much more efficient use, thus reducing emissions at this facility by 67% from 7,136 mtCO₂e in 2022 to 2,379 mtCO₂e in 2023 – an impact that is reflected in our Company's overall, year-over-year Scope 1 emissions.

Now, with two full years of more complete data, we can analyze trends, understand key drivers, and identify further opportunities to reduce our impact on the environment and improve the efficiency of our global operations.

The table above summarizes our sustainability metrics for 2022 (reflecting adjustments) and 2023.

Sustainability Data / Metrics Table¹

	2022 ⁶	2023
Energy		
Energy Consumed (Gj) ²	1,044,010	1,088,364
Grid Electricity (Gj)	395,443	407,023
Grid Electricity (%)	38%	37%
GHG Emissions³		
Total Scope 1+2 (MT CO ₂ e)	74,807	72,903
Scope 1 (MT CO ₂ e)	43,015	39,206
Scope 2 (MT CO ₂ e) ⁴	31,791	33,697
Water		
Total Water Withdrawal (ML)	NA	287
Water Withdrawal - Areas of Water Scarcity (ML) ⁵	182	175

¹Unless otherwise noted, scope includes all production facilities and associated warehouses and main office locations with more than 10,000 ft² or 50 employees where Sotera Health businesses have operational control. This data has not been independently verified/assured.

²Includes all fuel and electricity use. Excludes a small amount of indirect purchased steam, compressed air and cooling water at one facility.

³Includes emissions of CO₂, CH₄, N₂O, HFCs, PFCs, and SF₆.

⁴Calculated using location-based emission factors.

⁵In 2022, we only measured 22 facilities located in areas of water scarcity as defined by the World Wildlife Fund's Water Risk Filter Depletion Rating (B1.1) of 3-5. <https://riskfilter.org/>

⁶Adjusted from last year's report based on inclusion of EO oxidation and other adjustments.



EHS in Action

Sustainability Highlights at our Shanghai EO Facility

In support of the Company's commitment to sustainability and continuous improvement, our Sterigenics Shanghai EO facility implemented an energy management contract and installed a 798 kilowatt (kW) solar photovoltaic (PV) system, which has been in use since October 2023.

Through the first nine months of operation, the system has generated a total of 680 MWh of electricity. 554 MWh of this was used directly by the facility, reducing greenhouse emissions by 339 tonnes CO₂e¹, while the remainder was supplied to the power grid. In addition to the PV system, recent installation of motion activated LED lighting in the warehouse and wash-room will further reduce electricity consumption, energy expenses, and emissions.

Based on the positive experience at this facility, the management team at our Shanghai Ebeam facility is evaluating the installation of a similar PV system at that site.

¹Based on IEA 2021 Republic of China emissions factors for CO₂, CH₄ and N₂O.



Sterigenics EO Facility Enhancements

In its many years as a contract sterilization company, Sterigenics has made great efforts to protect its employees, communities in which it operates, its customers and patients across the globe. Sterigenics has consistently implemented continuous improvement measures as part of our management philosophy. Sterigenics has worked with communities and regulators to establish state-of-the-art protective environmental controls across its sterilization facility network. Building on past continuous improvement initiatives, in recent years, Sterigenics has proactively identified and began implementing General Facility Enhancements (GFEs) to the emission control systems at their EO sterilization facilities in the U.S.

These GFEs consist of the following features:

Double Scrub Process: Routes EO captured and controlled by existing scrubbers to a second emission control system. Many double scrubbers use dry bed technology to achieve an even higher EO destruction removal efficiency.

Negative Pressure System and Permanent Total Enclosure (PTE): New ventilation system captures all internal facility air and routes it to a dry bed control system. PTE 204 is a defined specification of the US EPA.

Optimized Discharge Point: Seals off facility from the outside and creates a central discharge point to further control the very limited emissions that remain after treatment through the control systems.

In April 2024, the US EPA recently finalized the update to its National Emission Standards for Hazardous Air Pollutants for EO sterilization facilities. Sterigenics' GFE projects position it well to comply with the more stringent new EPA requirements.

Sterigenics has invested over 100 million dollars into emission control enhancements at EO facilities to reduce emissions below already safe levels.



SOCIAL RESPONSIBILITY



Employee Engagement

We value our people who are part of a global team that is diverse, respectful, passionate and collaborative. Our people help to ensure we serve our customers and the patients who depend on safe medical products in the communities where we work and beyond.

Key Organizational Stats:

(thru 12/31/23)



Over
3,000
team members



13
countries



31% Female
(Global)



38%
of employees are
Ethnically Diverse
(US only)



8-YR
average employee
tenure

2024 Global Employee Engagement Survey Results





Our Mission:
Safeguarding Global Health®

EMPLOYEE EXPERIENCE MODEL



Shared Values:
Safety, Customer Focus,
People, Integrity, Excellence

Spotlight on: Connection & Belonging

The concepts of connection and belonging have never been more significant. These fundamental human needs shape our experiences, influence our well-being and drive our actions. Connection & belonging at Sotera Health refers to how we foster an environment where employees feel they belong, are included and are heard. These elements create a sense of purpose and fulfillment and enhance the overall engagement in our workplace. We support the training of our leaders and employees on understanding the diversity of work styles to help improve teamwork, communication, and productivity in the workplace.

100% Sotera Health Leadership Team completed DiSC® assessment.

78% Employees participated in Our Time of Understanding discussions around Building Trust and Demonstrating Integrity

Diversity, Equity and Inclusion (DEI) Council

CEO-sponsored forum for feedback and idea-sharing to further inclusivity at Sotera Health

Hear from three of our DEI Council members:



"DEI represents more than just a framework; it embodies the values and principles that guide my interactions. DEI creates a space where differences are not just accepted but celebrated, leading to innovation, collaboration, and understanding. By embracing DEI, I believe we can create a compassionate world of respect and acceptance."

— Alpa, Nelson Labs



"Sotera Health's commitment to DEI principles is about attracting and retaining the best talent available. The Council's efforts provide a direct line to the most senior leaders on how we can go about doing that. The fact that the CEO actively participates ensures that risk, issues, and successes can be quickly acted upon."

— AI, Sterigenics



"Having a DEI Council in place helps Sotera Health create an environment of inclusivity in the workplace. The Council is made up of individuals across all business units, functions, and management levels, which helps support a voice across the entire organization."

— Monika, Sterigenics

"I am proud to sponsor our DEI Council because I value our people who are critical to delivering our mission. I believe in creating an inclusive culture because it's good for our people and good for our business." — **Michael B. Petras Jr., CEO**

Spotlight on: Meaningful Work & Purpose

When we engage in work that aligns with our mission and values, it not only fuels our productivity but also fosters a sense of purpose that can be incredibly fulfilling. Meaningful work goes beyond just tasks and deadlines; it's about contributing to something larger than ourselves. Safeguarding Global Health® is our shared purpose that inspires our team.



77% of employees are inspired by Sotera Health's mission

80% of employees see a clear link between their work and our mission

Our team lives our mission and values every day. And we recognize them!

"It takes all of us at Sotera Health working together to fulfill our mission, Safeguarding Global Health®. Recognize a colleague today who is helping us to achieve our mission."

— Michael B. Petras Jr., CEO

Over **5,000** Employee Recognitions were awarded in 2023

Annual Safeguarding Global Health® Awards

Each year we recognize those employees who have best exemplified each of our Company values:



Safety



Customer Focus



People



Integrity



Excellence

21 employees were recognized with Safeguarding Global Health® awards in 2023



Spotlight on: Opportunity & Rewards

At Sotera Health, our commitment to Safeguarding Global Health® extends beyond our products and services to the development of our most valuable asset—our people. We foster a culture of growth and continuous improvement, supporting our employees through various initiatives. These include our Talent Review process, Performance Management Program, Career Paths, Individual Development Plans, which provide personalized growth paths, and a strong focus on recognizing excellence. We celebrate our employees' achievements through promotions and recognition throughout the year, ensuring that their contributions are valued and their careers are continually evolving.

We celebrate our team members who live our mission and excel beyond expectations. In 2023, we were proud to promote:

348

Employees

124

Women

36%

of promotions
were female

41%

of managerial
promotions were female

Career Spotlight: From Lab Analyst to Toxicologist

Nathan Fredrick joined Nelson Labs in 2019, not long after receiving bachelor's degrees in chemistry and biology from Black Hills State University in his home state of South Dakota. He began as a Lab Analyst before accepting a promotion to Study Director in 2020. While working as a Study Director, Nate realized he enjoyed interacting with customers as they pursued their testing goals. As Nate's interests grew more focused, he decided to take advantage of Nelson Lab's tuition reimbursement and has almost completed his online master's degree through Michigan State University in Pharmacology and Toxicology.

"I feel like Nelson Labs has given me every opportunity to explore my interests and expand my career. While I have also had some terrific mentors, I also had to be proactive in seeking out those opportunities on my own, and taking advantage of every tool the company provides."

— Nathan Fredrick, Expert Consultant



Our Benefits

Our Comprehensive Benefits help to ensure our employees achieve and sustain good health and well-being.

Global Programs	U.S. Specific Programs
 Health and Wellbeing	
<ul style="list-style-type: none">• Vacation / Sick Days (vary by country)• Holiday Time Off (vary by country)• Employee Assistance Program (EAP)• Healthcare Benefits (vary by country)	<ul style="list-style-type: none">• Wellness Program for Benefit Premium Reduction• Medical and Pharmacy Benefits• Dental Benefits• Voluntary Benefits (Critical Illness, Accident, Hospital Indemnity, Pet)• Vision Benefits• Adoption Assistance• Parental Leave• Point Solution for Musculoskeletal Issues• Telemedicine• Second Opinion Support
 Rewards and Recognition	
<ul style="list-style-type: none">• Base Salary• Incentives Programs• Global Recognition Program	
 Financial and Savings Benefits	
<ul style="list-style-type: none">• Business Travel, Medical and Accident Insurance	<ul style="list-style-type: none">• 401(k) and Non-Qualified Savings Plan• Health and Dependent Care Savings and Spending Accounts• Basic Life and AD&D Insurance• Supplemental Employee and Dependent Life Insurance• Disability Coverage• Educational Assistance• Employee Referral Program



Health and Wellbeing

Medical Benefits: Employees can choose from a variety of medical, dental and vision benefits. Our health plans provide 100% coverage for recommended preventive care services.

Pharmacy Benefits: These are included when enrolled in one of our medical plans.

Navigation and Advocacy Service: A team of nurses, benefits experts and claims specialists that are a one-stop resource for any healthcare or benefits support our employees need.

Second Opinion Support: Access to certified physicians from the comfort of home to help employees make the best decisions about their health.

Voluntary Benefits: Our employees have the option to select critical illness, accident, hospital indemnity or pet insurance according to their needs.

Global Employee Assistance Program: A confidential program available to all employees and their dependents. This is a free resource to assist employees in managing personal, family, financial or legal concerns that may be affecting their personal and work life.

Adoption Assistance: Financial assistance to employees for certain fees relating to adoption.

+ Outlined benefits are available in the U.S. and in some global markets.



Rewards and Recognition

Compensation: Our global compensation program provides competitive base salaries and opportunities to earn variable compensation from position-based incentive programs. Our compensation philosophy is based on four key principles: market-based, performance-driven, flexible and balanced.

Recognition Awards: Our global Recognizing Excellence program acknowledges and celebrates service milestones, life events, and community celebrations as well as rewards employees who demonstrate and uphold our company values, drive company goals, and go above and beyond in their contributions to the company's success.

Employee Referral Program: At Sotera Health we believe that our people are our greatest asset, and we value our employees' assistance in bringing exceptional talent to our organization. Our employee referral program provides a cash bonus to employees for successful referrals leading to a hire.

+ Outlined benefits are available in the U.S. and in some global markets.



Financial and Savings Benefits

401(k) Savings Plan: Sotera Health understands the importance of retirement savings for our employees and their families. We match contributions dollar for dollar up to 3% of compensation and 50% up to 6% for US employees, with immediate vesting of company contributions. We provide a pre-tax 401 (k) as well as a Roth 401 (k).

Life and AD&D Insurance: Our company provides employees with one-times base annual earnings life and AD&D coverage free of charge to offer our employees' families additional financial security in the event of the employee's death or serious injury caused by an accident. Employees have the option to purchase additional coverage for themselves, their spouse and/or their children.

Disability Coverage: Our company-funded short and long-term disability benefits are designed to help meet our employees' needs for income replacement in the event of a disability.

Tax-Advantaged Health Savings and Flexible Spending Accounts: Depending on the medical plan selected, employees may save and/or be reimbursed for eligible expenses on a tax-advantaged basis. For employees that select a High-Deductible Health Plan, the company will contribute dollars to employee Health Savings Account regardless of employee contributions to the account. Employees also have access to set aside funds on a pre-tax basis to pay for eligible Dependent Care expenses including childcare, eldercare or other eligible dependent care through a Dependent Care Flexible Spending Account.

Business Travel Coverage: During international business travel, employees receive assistance in emergencies, ranging from medical care to emergency evacuations during a crisis.

Educational Assistance: The Tuition Reimbursement plan provides an opportunity for employees to obtain additional education or training to increase their effectiveness in their present jobs and to prepare for future advancements within the company.

Time Off: Our paid time off programs provide employees with the flexibility to take time off to recharge and return refreshed. We offer various programs including vacation, holidays, floating holidays, sick time and parental leave.

+ Outlined benefits are available in the U.S. and in some global markets.



Spotlight on: Trusted Leaders

We are committed to investing in the development of our leaders. Leadership development is not just a strategic initiative; it's essential for nurturing a thriving organization. By empowering our leaders, we believe we can unlock their full potential and create a positive impact on our employees and our communities.



The following programs are essential to developing our people:

Management Fundamentals

Supports new leaders in learning and applying essential skills necessary to effectively manage themselves and their team while creating a supportive, productive and effective team culture. **58 participants over 3 sessions**

Advanced Management Skills

Provides advanced training for leaders as they progress in their leadership journey focusing on inspiring trust, creating a vision, executing strategy and coaching. **23 participants**

Targeted Development Programs

General Manager Development Program

An 8-month program focused on developing current and future general managers. Featuring monthly training on key competencies, mentor meetings, and key experiences essential for facility leadership. **21 participants**

Supervisor Training Program

A 6-month program for facility team leads to enhance communication and relationship-building skills. It includes self-study, accountability partnerships, and leadership coaching. **33 participants**

Women in Leadership Program (WLP)

The WLP's purpose is to provide support, mentoring and career development for women across Sotera Health. It is an application-based program with female participants who are in a management or senior management role. The program consists of 10 workshops including a capstone presentation and networking with colleagues and peers across the organization. Participants work with a mentor throughout. **15 participants.**



"The Women's Network empowers and uplifts our female employees, fostering a community where they can connect, grow, and thrive. As the Executive Sponsor, I am committed to inclusivity and creating opportunities for collaboration, mentorship, and leadership amongst women in our organization."

- Riaz Bandali, President, Nordion and Executive Sponsor Sotera Health Women's Network



"For me, one of the biggest benefits of the program is being able to identify with women with whom I work that are going through similar experiences to be able to commune with and bounce ideas off to get different perspectives. Knowing that you're not alone on this journey gives you strength. We all have many things that we're trying to balance and be successful both in and outside of work. Everyone has been so supportive and transparent that it helps you to grow. That's priceless." - Sharon Parker – WLP Participant

Community Engagement

Giving back to the communities in which we operate is an important aspect of living our mission. These are some examples of how our employees engage in the communities in which we operate.

Sotera Health Legal Department volunteered at the Greater Cleveland Food Bank.



Sterigenics Los Angeles facility sponsored City of Maywood's YMCA centennial celebration.



Nelson Labs Women in STEM Education (WISE) program conducted over 13 events with more than 3,000 student participants.



Nordion sponsored YMCA of the National Capital Region's Embassy Chef Showcase.

Stakeholder Engagement

Annual Customer Satisfaction Program

Our annual customer satisfaction survey is essential for understanding our customer needs and identifying opportunities to improve our services. The direct feedback from our customers allows our cross-functional business unit (BU) action teams to analyze and identify strengths and areas for improvement, which become the basis for continued focus, action and measurement of our progress year over year. Our commitment to customer satisfaction fosters our durable customer relationships, improved customer experience and growth.

2023 Voice of Customer Survey Results

Customers who use both Sterigenics and Nelson Labs business units are more satisfied.

Top 2 Box Satisfaction	Use Only 1 Business Unit	Use Both Business Units (XBU)
Sterigenics	81%	84%
Nelson Labs	86%	88%



LEADERSHIP & GOVERNANCE

Leadership and Governance

Our Company is driven by our core values, including Integrity and Excellence.

As we continue to evolve as a public company, we remain steadfast in our commitment to be honest, reliable and accountable in everything we do. We strive to exceed the expectations of our stakeholders by promoting sound governance structures, responsible business practices that create sustainable value, accountability of leadership and systems of risk identification and mitigation.

Promoting Integrity

We expect the highest standards of integrity from our employees when dealing with customers, suppliers, regulators and each other. If employees do not feel comfortable or are otherwise unable to raise with their manager questions or concerns regarding ethics, compliance with laws, regulations or policies or workplace culture, employees are expected and encouraged to promptly report those questions or concerns on our Global Ethics Line, which is available 24 hours a day, 7 days a week to every employee worldwide. Live telephonic assistance is available via a toll-free number with operators available in multiple languages. Reports may also be made via electronic submission through our Global Ethics Line web portal. All reporters have the option of remaining anonymous to the extent permitted by local laws and regulations. Calls to our Global Ethics Line are received by a third-party vendor that promptly reports the issue(s) to our internal investigations team. Pursuant to our whistleblower policy, general reports received via our Global Ethics Line are transmitted to an internal review team from the legal department, Human Resources or internal audit. Reports relating to potential fraud or errors in the preparation or reporting of the Company's financial condition are referred to an internal review team composed of at least the General Counsel, Chief Financial Officer and another member of the Company's disclosure committee. Any reports raising a potentially material issue are promptly shared with the Chair of the Audit Committee. Our General Counsel also reports to the Audit Committee at least quarterly regarding any significant issues raised through the Global Ethics Line. Our whistleblower policy prohibits retaliation against anyone who raises a question or concern or assists in the subsequent investigation of a question or concern.

The Board's Role in Risk Management

Our Board is responsible for overseeing senior management's management of enterprise risks, including assessing senior management's processes for identifying and mitigating enterprise risks. This oversight is carried out at the level of the full Board and through its five committees. An important element of the Board's oversight involves regular interaction with senior management. The Board receives regular reports throughout the year from senior management, including from leaders in each of our three business units, to ensure the Board is well informed of risk exposures related to our strategy and operations, including regarding environmental, health and safety, sustainability, quality, legal, financial reporting, reputational and human capital management risks. In addition, the Board has tasked each of its committees with the specific risk-related responsibilities, described on the following page.



Primary Areas of Risk Oversight



Audit Committee

- Receives regular briefings from the internal audit function regarding our systems of internal control and reviews and discusses the capacity and performance of the internal audit function.
- Regularly reviews with management our major financial risk and enterprise exposures.
- Regularly reviews significant regulatory and litigation matters.
- Reviews any significant concerns our stakeholders raise, including reports received through our Global Ethics Line.



Leadership Development and Compensation (LDC) Committee

- Participates in goal-setting and development for senior leaders and evaluates performance against these goals.
- Oversees the compensation program for our senior executive team and evaluates any major compensation-related risk exposure.
- Reviews senior executive succession plans.



Nominating and Corporate Governance (NCG) Committee

- Assesses risks related to our corporate governance practices and the independence of directors.
- Oversees our corporate responsibility and sustainability programs, including environmental, social, and corporate governance matters.



EO Litigation Committee

- Receives regular briefings regarding ongoing litigation related to EO.
- Oversees our strategy related to EO litigation.



Nordion Pricing Committee

- Reviews and approves Nordion customer contracts to ensure confidentiality and appropriate risk management and to prevent confidential information related to Nordion's customers from being shared with individuals involved in the day-to-day operations of Sterigenics.

ERM progress since last year:

- Established internal risk committee to steer the Company's ERM program, including the identification, assessment, mitigation and monitoring of risks. The Risk Committee is comprised of a cross-functional team, including representatives from each of the business units.
- Conducted 2023 annual risk assessment process. Based on the results of the annual risk assessment and ongoing discussions of the Risk Committee, the risks were categorized based on their potential impact and likelihood.

Shareholder Engagement - 2023

Shareholder feedback is valuable input we incorporate into Board, committee and management discussions. Our executive ESG Committee, which reports to our CEO and provides regular reports to the NCG Committee, seeks opportunities to connect with our investors to discuss current and ongoing corporate responsibility trends and hear their views about governance policies and practices. In 2023, we reached out to institutional shareholders representing over 60% of shares not held by affiliates to solicit their feedback and to address shareholder questions. An external consultant also provides input on these discussions. Members of our executive ESG Committee participated in most of these meetings with institutional investors and the Chairs of the NCG and the LDC Committees separately attended two of these meetings. These governance engagements are in addition to the discussions that our senior leadership and investor relations teams regularly have with institutional and other shareholders regarding governance and numerous other issues, which includes quarterly outreach to our largest shareholders after we release our earnings reports.

Scope of Outreach

60% We reached out to shareholders¹ representing over 60% of outstanding shares not held by affiliates on ESG topics

Who We Met With

48% We met with shareholders¹ representing approximately 48% of outstanding shares not held by affiliates on ESG topics










The following table highlights key themes that shareholders raised about governance matters during our engagement and how management and the Board address these issues. Shareholder feedback is shared with the NCG Committee and the Board.

What We Heard	What We Do
Some investors disfavor our classified board and the supermajority voting standards for charter amendments after our Sponsors own less than a majority of shares	NCG Committee regularly reviews board and voting governance structures, including board classification and voting standards, to confirm that a classified board and supermajority voting standards remain appropriate
Ensure Board and Committees are independent	All our directors (with the single exception of our CEO) and all the members of all Board Committees are independent under Nasdaq standards
Enhance diversity of Board	Following the addition of Karen Flynn to our Board in November 2023, four of our 11 directors are diverse under Nasdaq's standards
Oversight and disclosure related to EO risks and litigation	Robust and transparent disclosure in our investor communications of EO risks and developments; and comprehensive Board oversight of EO risks and litigation
Appropriate governance oversight of business risks	Board annually reviews our strategic plans; Audit Committee annually reviews our enterprise risk management programs; established a new risk committee comprising a cross-section of senior executives
Enhance executive compensation disclosures; transition our compensation programs towards more performance-based metrics	Expanded disclosures on compensation topics in our proxy statements
Enhance disclosures around governance structures that we believe best meet our governance needs	Expanded disclosures on governance topics in our proxy statements
Disclosure of more information around ESG goals and metrics	Published our second Corporate Responsibility Report in 2023; enhancing our metrics with ongoing refinements around goals and metrics planned for future

¹ The outreach and meeting percentages are based on publicly available information about institutional shareholder holdings of our stock, shares held by affiliates and outstanding shares as of June 30, 2023. One of the meetings included in this percentage was scheduled in November 2023 but did not occur until early 2024.

Board Skills, Experience and Attributes

Our Board comprises a group of individuals with diverse skills, experience and attributes, which provides us with a wide range of perspectives and judgment necessary to guide our strategies, monitor their execution and advance the interests of our shareholders. Our NCG Committee regularly evaluates the composition of our Board. The table below summarizes several of the key characteristics of each of our directors relevant to their Board service. The table is intended as a high-level summary and not an exhaustive list of each director's skills or contributions to our Board.

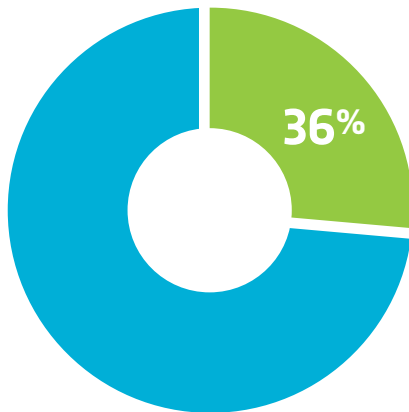
	Healthcare / MedTech	Finance	International	Legal / Regulatory	Technology & Science	Corporate Responsibility	C-Suite / Operations	Cyber-security	ERM	Strategy	Service on Other Public Company Boards
											
Ruoxi Chen	•	•	•		•	•				•	-
Sean L. Cunningham	•	•	•	•						•	1
Karen A. Flynn	•	•	•		•		•		•	•	1
Ann R. Klee		•	•	•		•	•		•		1
Robert B. Knauss	•	•	•	•		•		•	•		-
Constantine S. Mihas	•	•	•	•	•	•	•	•	•	•	1
James C. Neary	•	•	•							•	1
Michael B. Petras, Jr.	•	•	•	•		•	•			•	-
Vincent K. Petrella		•	•	•	•	•	•	•	•	•	2
Christopher A. Simon	•	•	•	•	•	•	•	•	•	•	1
David E. Wheadon	•	•	•	•	•	•			•	•	1

All directors and director nominees must demonstrate integrity, strength of character and judgment, and have extensive business experience, specific areas of expertise and the ability to devote adequate time and effort to Board responsibilities.

Board Diversity

Our Board composition reflects our commitment to diversity. Of the eleven current directors on our Board, two have self-identified as women, one has self-identified as Asian, one has self-identified as African American or Black, one has self-identified as a member of the LGBTQ+ community, and our directors range in age from 40-70. We are committed to achieving a mix of Board members that represents a diversity of skills, experience and backgrounds, including with respect to age, gender identity, sexual orientation, race, ethnicity, education, cultural background and professional experience. In furtherance of this commitment, in 2022, the Board adopted amendments to the charter of the NCG Committee and the Corporate Governance Guidelines to include an explicit commitment to include candidates with the aforementioned diversity characteristics on slates of potential nominees to fill new positions on the Board.

DIVERSITY

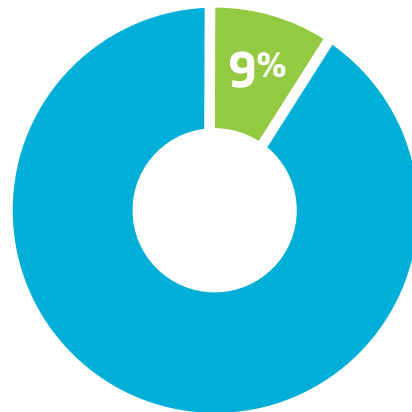


2 Directors are Female
1 Director is African American or Black
1 Director is Asian

4 of 11

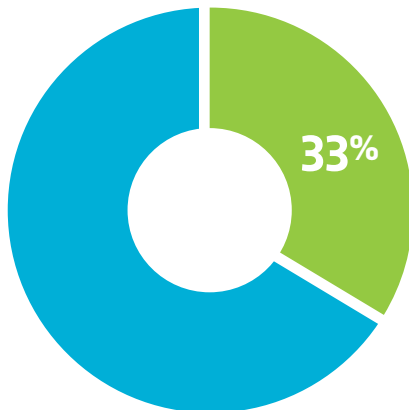
Directors are female or racially or ethnically diverse

LGBTQ+



1
 Director identifies as LGBTQ+

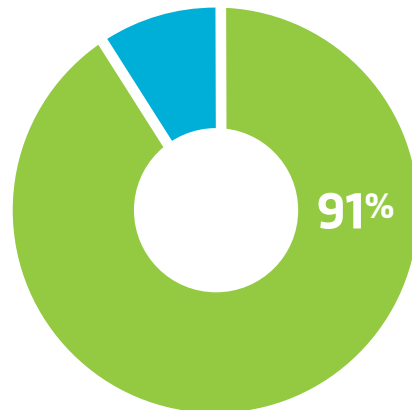
STANDING BOARD COMMITTEES CHAIRED BY WOMEN¹



1 of 3

Board committees is chaired by a woman

INDEPENDENCE



10

Directors are independent

¹ The EO Litigation Committee and Nordion Pricing Committee are not standing committees of the Board and do not have chairs.

Policies and Standards

Environmental:

- ⑧ [Commitment to Environmental Sustainability](#)
- ⑧ [Environmental, Health and Safety \(EHS\) Policy](#)

Social:

- ⑧ [Conflict Minerals Policy](#)
- ⑧ [Human Rights Policy](#)
- ⑧ [Joint Statement on Fighting Against Forced Labour and Child Labour in Supply Chains](#)
- ⑧ [Privacy Policy](#)
- ⑧ [Sotera Health Statement on the Safety of Animals](#)

Governance:

- ⑧ [Global Code of Conduct](#)
- ⑧ [Audit Committee Charter](#)
- ⑧ [Corporate Governance Guidelines](#)
- ⑧ [Leadership Development and Compensation Committee Charter](#)
- ⑧ [Nominating and Corporate Governance Committee Charter](#)
- ⑧ [Supplier Code of Business Ethics and Conduct](#)



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