



# 2025 Impact Report

REPORTING FOR

January 1, 2025 – December 31, 2025

# 2025 Key Performance Indicators

Topic	Scope (Metric Tons CO <sub>2</sub> e)	2024	2025	
Greenhouse Gas Emissions	Total Scope 1	23,426	27,546	
	Total Scope 2 (Market-based)	99,859	96,048	
	Total Scope 2 (Location-based)	98,856	97,701	
	Total Scope 3	1,939,739	1,632,543	
	Scope 3 - Category 1 - Purchased Goods And Services	1,719,847	1,443,873	
	Scope 3 - Category 2 - Capital Goods	6,009	11,757	
	Scope 3 - Category 3 - Fuel And Energy Related Activities	46,975	49,481	
	Scope 3 - Category 4 - Upstream Transportation And Distribution	119,127	73,240	
	Scope 3 - Category 5 - Waste Generated In Operations	6,068	4,305	
	Scope 3 - Category 6 - Business Travel	4,044	3,267	
	Scope 3 - Category 7 - Employee Commuting	37,030	28,746	
	Scope 3 - Category 8 - Upstream Leased Assets	96	90	
	Scope 3 - Category 12 - End Of Life Treatment Of Sold Products	No data	17,277	
	Scope 3 - Category 13 - Downstream Leased Assets	543	507	
	<b>Greenhouse Gas Emissions (% of Total) Market-Based</b>			
	Total Scope 1		1%	2%
	Total Scope 2 (Market-based)		5%	6%
	Scope 3 - Category 1 - Purchased Goods And Services		83%	82%
	Scope 3 - Category 2 - Capital Goods		0.3%	1%
	Scope 3 - Category 3 - Fuel And Energy Related Activities		2%	3%
	Scope 3 - Category 4 - Upstream Transportation And Distribution		6%	4%
	Scope 3 - Category 5 - Waste Generated In Operations		0.3%	0.2%
	Scope 3 - Category 6 - Business Travel		0.2%	0.2%
Scope 3 - Category 7 - Employee Commuting		2%	2%	
Scope 3 - Category 8 - Upstream Leased Assets		< 0.1%	< 0.1%	
Scope 3 - Category 12 - End Of Life Treatment Of Sold Products		No data	1%	
Scope 3 - Category 13 - Downstream Leased Assets		< 0.1%	< 0.1%	
% of facilities reporting: 100%				

<sup>1</sup> This is our first year reporting Scope 3.12 and, as such, this value includes only a subset of the goods we manufacture.

Topic	Energy Usage (MWh)	2024	2025
Energy	Electricity	286,453	282,505
	Grid	285,414	281,555
	Clean	1,039	950
	Fuel	933,174	961,779
	Wood And Wood Residuals	827,947	834,305
	Natural Gas	100,928	122,271
	Diesel	2,788	2,343
	Heavy Gas Oils	1,004	331
	Motor Gasoline	225	69
	Liquified Petroleum Gases	205	231
	Other	77	2,113
	Facility area intensity (MWh per 1,000 sq ft)	132	116
	% of facilities reporting: 100%		

Topic	Water Withdrawal (Megaliters) <sup>2</sup>	2025	
Water	Withdrawal - Total	7,711	
	Surface Water	7,535	
	Groundwater	0	
	Seawater	0	
	Produced Water	0	
	Third-party Water	176	
	Withdrawal from Water-Stressed Areas	170	
	<b>Water Discharge (Megaliters)</b>		
	Discharge - Total	7,313	
	Surface Water	7,271	
	Groundwater	0	
	Seawater	0	
	Third-party Water	42	
	Discharge From Water-stressed Areas	42	
	% of facilities reporting: 100% of manufacturing facilities, 34% of facilities		

<sup>2</sup> We are focused on year-over-year improvement in our data quality. The gap between water withdrawal and water discharge is due to both water consumption and gaps in data coverage.

Topic	Waste Generated (Metric Tons)	2025	
Waste	Total	34,969	
	Commercial And Industrial	2,486	
	Construction Waste	22	
	Mixed Municipal Solid Waste	3,877	
	Mixed Metals	530	
	Wood	82	
	Mixed Recyclables	6,818	
	Polypropylene	7,292	
	Mixed Plastics	3,226	
	Mixed Paper	494	
	Corrugated Cardboard	709	
	Unspecified Waste Material	9,433	
	<b>Waste Diverted from Disposal (Metric Tons)</b>		
	Total	8,355	
	Mixed Metals	530	
	Mixed Recyclables	6,818	
	Mixed Plastics	237	
	Mixed Paper	426	
	Corrugated Cardboard	344	
	<b>Waste Directed to Disposal (Metric Tons)</b>		
	Total	26,614	
	Commercial And Industrial	2,486	
	Construction Waste	22	
	Unspecified Waste Material	9,433	
	Mixed Municipal Solid Waste	3,877	
	Wood	82	
	Polypropylene	7,292	
	Mixed Plastics	2,989	
	Mixed Paper	68	
	Corrugated Cardboard	365	
% of facilities reporting: 100% of manufacturing facilities (15% of total); all other facilities estimated			

Topic	HSE Management Systems	2025
Health and Safety	Teammates and non-employees who are covered by an occupational health and safety management system that has been internally audited	100%
	<b>Health &amp; Safety of Teammates</b>	
	Health & Safety of Teammates	0
	Mixed Municipal Solid Waste	0
	Mixed Metals	44
	Wood	0.27
	Mixed Recyclables	99
	Polypropylene	0.61
	Mixed Plastics	0
	Mixed Paper	0
	<b>Health &amp; Safety of Non-Teammate Workers<sup>4</sup></b>	
	Fatalities	0
	Fatalities Rate	0
	High Consequence Injuries (DART Injuries)	0
	High Consequence Injuries Rate (DART)	0
	Total Recordable Incidents	0
	Total Recordable Incident Rate	0
	Cases Of Work-related Ill Health	0
	Fatalities From Ill Health	0
	Compliance	<b>Anti-Bribery/Anti-Corruption</b>
Percentage Of Teammates Who Have Taken Our Code Of Honor Training		100%
Percentage Of Teammates To Whom Anti-corruption Policies And Procedures Have Been Communicated		100%
Percentage Of Teammates That Have Received Anti-corruption Training		100%
Percentage Of Operations Assessed For Risks Related To Corruption		100%
Confirmed Incidents Of Corruption		0
Confirmed Incidents When Contracts With Business Partners Were Terminated Or Not Renewed Due To Violations Related To Corruption		0
<b>Data Privacy</b>		
Substantiated Complaints Received Concerning Breaches Of Customer Privacy		0
Identified Leaks, Thefts, Or Losses Of Customer Data		0
<b>Regulations</b>		
Significant Instances Of Non-compliance With Laws And Regulations During The Reporting Period		0
Fines For Instances Of Non-compliance With Laws And Regulations		\$0.00

<sup>3</sup>Days Away, Restricted, or Transferred

<sup>4</sup>“Non-teammate workers” referenced in this chart are on-site contractors and the total hours worked for the Teammate Health & Safety rates are 32,473,824.

Topic	Teammates Demographics (% Of Employees)	2025
Age and Gender	Teammates By Age	
	Under 30	34%
	30-50	48%
	50+	17%
	Teammates By Gender	
	Male	51%
	Female	42%
	Non-binary	—%
Data Not Disclosed	7%	
Employee Type	<b>Teammates Demographics By Employment Type (# Of Employees)</b>	
	Full-time Teammates - Total	14,906
	Full-time Teammates - Male	7,658
	Full-time Teammates - Female	6,364
	Full-time Teammates - Non-binary	5
	Full-time Teammates - Data Not Disclosed	879
	Part-time Teammates - Total	221
	Part-time Teammates - Male	42
	Part-time Teammates - Female	57
	Part-time Teammates - Non-binary	0
	Part-time Teammates - Data Not Disclosed	122
	Permanent Teammates - Total	14,318
	Permanent Teammates - Male	7,681
	Permanent Teammates - Female	6,411
	Permanent Teammates - Non-binary	5
	Permanent Teammates - Data Not Disclosed	221
	Temporary Teammates - Total	809
	Temporary Teammates - Male	19
	Temporary Teammates - Female	10
	Temporary Teammates - Data Not Disclosed	708
	Teammates Not Guaranteed Work Hours - Total	29
	Teammates Not Guaranteed Work Hours - Male	10
	Teammates Not Guaranteed Work Hours - Female	19
	Workers Who Are Not Employees	809

Topic	Training & Development	2025
Training & Development	Average Hours Of Teammate Training - Total	29
	Average Hours Of Teammate Training - Male	34
	Average Hours Of Teammate Training - Female	25
	Average Hours Of Teammate Training - Non-binary	3
	Average Hours Of Teammate Training - Gender Identity Or Data Not Disclosed	11
	Average Hours Of Teammate Training - VP+	13
	Average Hours Of Teammate Training - Director	35
	Average Hours Of Teammate Training - Manager	40
	Average Hours Of Teammate Training - Supervisor	70
	Average Hours Of Teammate Training - Below Supervisor	26
Performance & Career Development	Percentage Of Teammates Who Received A Regular Performance And Career Development Review - Total	25%
	Regular Performance And Career Development Review - Male	52%
	Regular Performance And Career Development Review - Female	47%
	Regular Performance And Career Development Review - Gender Identity Or Data Not Disclosed	1%
	Regular Performance And Career Development Review - Vp+	1%
	Regular Performance And Career Development Review - Director	5%
	Regular Performance And Career Development Review - Manager	24%
	Regular Performance And Career Development Review - Supervisor	16%
	Regular Performance And Career Development Review - Below Supervisor	54%

# 2025 Impact Report

- 2025 Key Performance Indicators** ..... 01
  - Promoting Environmental Stewardship Data ..... 02
  - Operating Responsibly Data ..... 05
  - Empowering Our Teammates Data ..... 06
- About Owens & Minor** ..... 09
  - Global Reach with a Local Touch ..... 09
  - A Note on Business Activity and Reporting ..... 09
- Sustainability Framework** ..... 10
  - Materiality ..... 11
  - Policies ..... 13
  - Governance of Sustainability ..... 14
  - Stakeholder Engagement ..... 14
- Promoting Environmental Stewardship** ..... 15
  - Climate & Energy ..... 15
  - Sustainable Sites ..... 17
  - Water Usage ..... 18
  - Responsible Products ..... 19
- Caring for Our Customers & Communities** ..... 22
  - Quality ..... 22
- Operating Responsibly** ..... 23
  - Ethics & Compliance ..... 23
  - Social Compliance & Human Rights ..... 24
  - Supply Chain & Procurement ..... 25
  - Data Protection & Privacy ..... 26
  - Health & Safety ..... 26
- Empowering Our Teammates** ..... 28
  - Benefits ..... 28
  - Our Teammates ..... 29
  - Learning & Development ..... 30
  - Teammate Resource Groups ..... 31
  - Community Engagement ..... 31
- About This Report** ..... 32

## Recognition and Awards

### [Owens & Minor](#)



### [O&M Halyard Belgium BV](#)



### [ArcRoyal LTD](#)



### [O&M Halyard Australia PTY Ltd](#)





## About Owens & Minor

[Owens & Minor \("O&M"\)](#) is a global healthcare solutions company providing essential products, services, and technology solutions that support care delivery in leading hospitals, health systems, and research centers around the world. For over 140 years, Owens & Minor has delivered comfort and confidence behind the scenes so healthcare stays at the forefront, helping to make each day better for the hospitals, healthcare partners, and communities we serve. Powered by more than 14,000 teammates worldwide, Owens & Minor exists because every day, everywhere, Life Takes Care®.

## Global Reach with a Local Touch

- 140+ years serving healthcare
- Over 14,000 teammates worldwide
- Serving healthcare partners in 80 countries
- Manufacturing facilities in the U.S., Honduras, Mexico, Thailand and Ireland
- 40+ distribution centers
- Portfolio of 300 propriety and branded product offerings
- 1,000 branded medical product suppliers
- 4,000 healthcare partners served

## A Note on Business Activity and Reporting





On December 31, 2025, our medical distribution, products, and technology services business, formerly referred to as Products & Healthcare Services, became part of the [Platinum Equity](#) portfolio. We now operate as "Owens & Minor," and our former parent company now operates as Accendra Health. This report contains information specific to Owens & Minor. The data presented in the report is representative of Owens & Minor and does not include data for Accendra Health. Where applicable, historical data has been updated to include the most accurate, current information. For example, our sustainability governance structure described herein is our current governance structure. Because of the divestment from Accendra Health, unless otherwise noted, year-over-year data comparisons would not be accurate.

Due to the divestment and the undergoing transformation at Owens & Minor, this year's report is not formally aligned to Global Reporting Institute ("GRI") or Sustainability Accounting Standards Board ("SASB") standards. However, much of the information contained herein is aligned with the GRI reporting requirements.

## Sustainability Framework

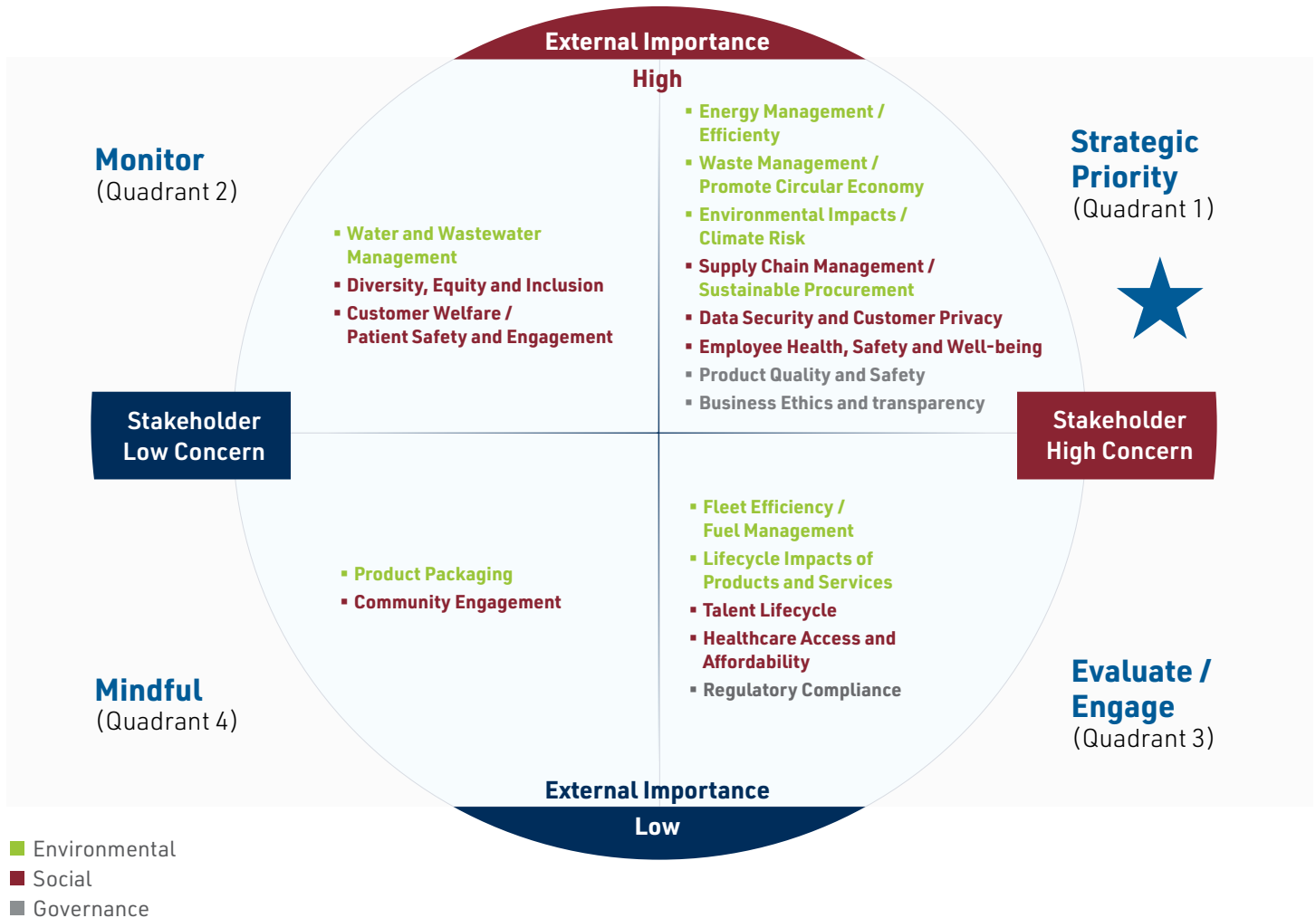
Our sustainability program is built upon our four-pillar framework, which incorporates the priorities identified through our materiality assessment while activating our entire organization to move sustainability forward. Each pillar of our framework is in support of a United Nation’s Sustainable Development Goal (“SDG”). As a company engaged in healthcare manufacturing and distribution, our efforts to align with these targets underscore our promise to advance care while lessening our ecological impact. The framework is described in Table 1.

**TABLE 1. SUSTAINABILITY FRAMEWORK**

	Promoting Environmental Stewardship	Caring For Our Customers And Communities	Operating Responsibly	Empowering Our Teammates
O&M Framework	Minimize the impact of our operations on the environment	Deliver superior and easily accessible care for customers and the communities we support	Demonstrate sound governance, accountability, and responsible sourcing	Foster a work environment where all teammates can thrive
UN Sustainable Development Goal Framework	<p><b>13</b> CLIMATE ACTION</p> 	<p><b>3</b> GOOD HEALTH AND WELL-BEING</p> 	<p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> 
	Take urgent action to combat climate change and its impacts	Ensure healthy lives and promote well-being for all at all ages	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

## Materiality

With help from a group of master students at the Arizona State University School of Sustainability, Owens & Minor completed a materiality assessment refresh in 2025. The assessment was informed by both internal and external stakeholders and identified sustainability topics most critical to Owens & Minor’s business. The results of the assessment can be found in Figure 1.

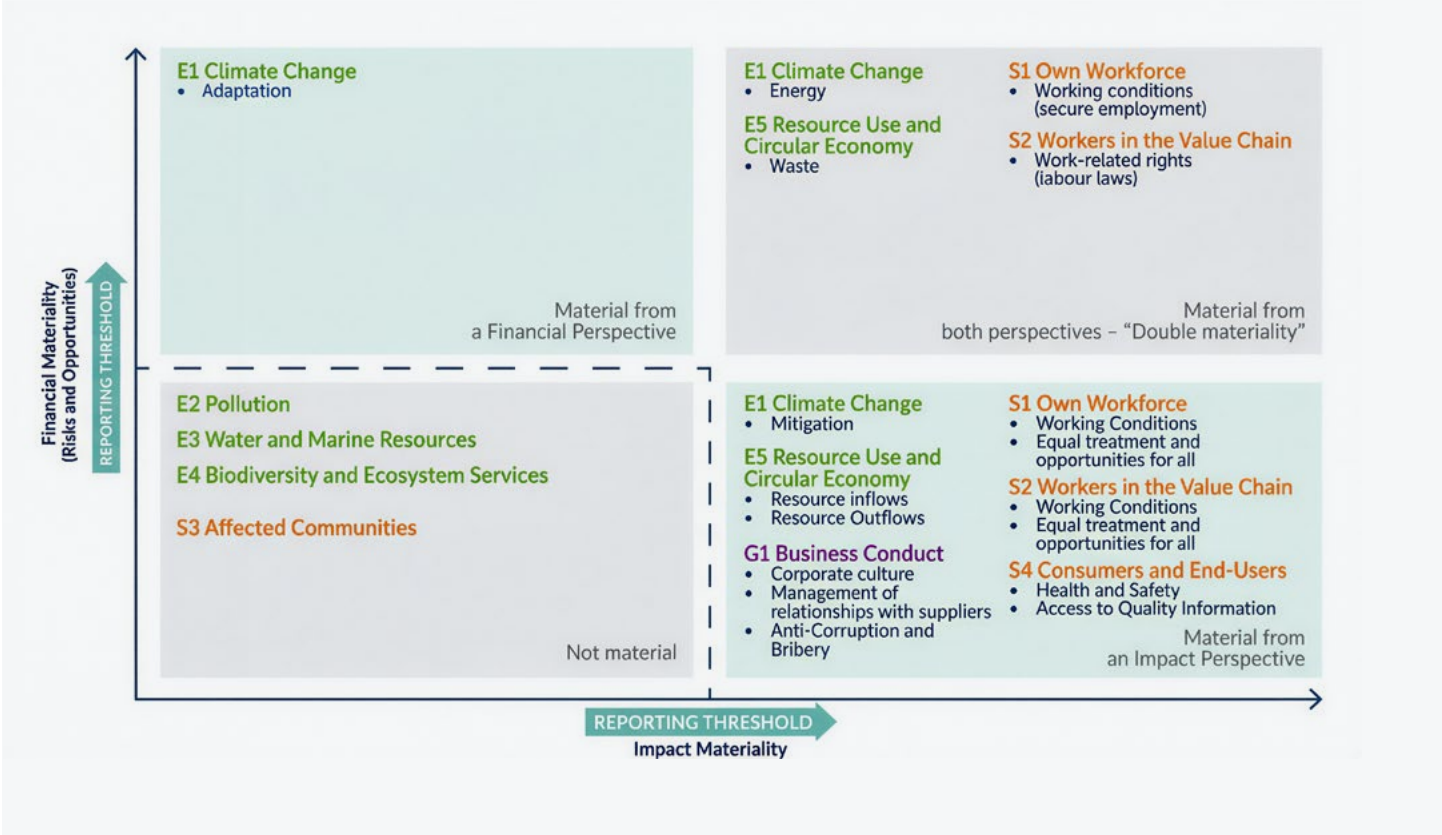


**FIGURE 1. OWENS & MINOR MATERIALITY ASSESSMENT DIAGRAM**

In addition, while our European subsidiary, O&M Halyard, is not currently subject to EU Corporate Sustainability Reporting Directive reporting requirements, we voluntarily conducted a regional Double Materiality Assessment in 2025 to strengthen the structure and quality of our sustainability reporting. The purpose of this assessment was to identify the sustainability topics and their associated impacts, risks, and opportunities which are most relevant to our European business, value chain, and stakeholders.

**FIGURE 2. O&M HALYARD MATERIALITY ASSESSMENT DIAGRAM**

We are committed to reviewing our results from both materiality assessments on an ongoing basis and incorporating this information into our business strategy where appropriate.



## Policies

At Owens & Minor, we integrate environmental and social responsibility into both our operations and value chain by implementing and enforcing policies designed to mitigate sustainability risks while holding us accountable. An overview of relevant policies can be found in Table 2.

**TABLE 2. POLICIES**

Policy	Purpose	Scope	Responsible Team
<a href="#"><u>Code of Honor</u></a>	Provides standards and guidelines for ethical conduct	All teammates	Compliance
<a href="#"><u>Vendor Code of Conduct</u></a>	Provides standards and guidelines in business ethics, integrity, and social compliance	All vendors, distributors, agents, suppliers, representatives, and other business partners and their employees, directors, officers, agents, representatives, and subcontractors	Compliance and Procurement
<a href="#"><u>Conflict Minerals Policy Statement</u></a>	Outlines approach to sourcing practices in conflict-prone regions	Vendors and suppliers in the Democratic Republic of Congo and adjoining countries	Compliance and Finance
<a href="#"><u>Global Modern Slavery Statement</u></a>	Explains our position on and actions relating to modern slavery	Teammates, temporary employees, and contractors	Compliance and Sustainability
<a href="#"><u>Human Rights Policy</u></a>	Manages human rights-related expectations for our operations	Teammates, temporary employees, and contractors	HR, Compliance, and Sustainability
<a href="#"><u>Corporate Responsibility Policy Statement</u></a>	Explains our positions on corporate responsibility and sustainability	Teammates, temporary employees, and contractors	Sustainability
<b>Social Compliance Policy</b>	Outlines our human rights risk mitigation procedures and practices	Social Compliance Committee Members	Sustainability and Compliance
<b>Global Procurement Policy</b>	Guides our procurement practices internally	Procurement teammates	Procurement
<a href="#"><u>Sustainable Procurement Policy</u></a>	Outlines our sustainability expectations for suppliers	All vendors, distributors, agents, suppliers, representatives, and other business partners and their employees, directors, officers, agents, representatives, and subcontractors	Procurement
<b>Global Health and Safety Policy</b>	Prevents incidents, injuries, and illnesses	Teammates, temporary employees, and contractors	Environmental, Health, and Safety
<b>Quality Policy</b>	Supports consistent, high-quality solutions for customers	Teammates, temporary employees, and contractors	Quality Assurance & Regulatory Affairs
<b>Global Data Protection and Privacy Policy</b>	Lawfully processing personal data	Teammates, temporary employees, contractors, and vendors	Compliance

## Governance of Sustainability

Sustainability governance at Owens & Minor is managed by our Global Director of Environmental, Social, and Governance (“ESG”) and Sustainability who sits within our legal team. Working across the business, sustainability is embedded within each function and region. This ensures consistent standards while addressing local priorities. Our current governance structure is:

- **Owens & Minor Global ESG Steering Committee**  
*Ensures implementation of ESG priorities and advises the ESG Governing Board on risk assessments related to ESG topics.*
- **O&M Halyard Leadership Team**  
*Implements sustainability strategy within our international markets teams, ensuring compliance and monitoring performance across all sites.*
- **O&M Halyard ESG Steering Committee**  
*Coordinates day-to-day execution, data collection, and stakeholder engagement, supported by working-level teams for program implementation and internal communication.*
- **Working-level Teams**  
*Day-to-day execution of our sustainability strategy is coordinated by the Global Director of ESG & Sustainability and supported by regional teams, including the O&M Halyard Steering Committee, the Climate Risk Committee, the Social Compliance Committee, and our Packaging Committee. These teams manage data collection, risk assessment, stakeholder engagement, program implementation, and internal communication.*

## Stakeholder Engagement

Consistent communication, cooperative efforts, and openness are at the core of our efforts to establish trust. Encouraging transparent conversations with teammates, customers, vendors, governmental bodies, and local communities enables us to gather important perspectives, which inform our alignment with leading industry standards. Our stakeholder engagement strategy keeps us responsible, attentive, and forward-thinking as we pursue sustainable results that serve both our customers and our broader communities.

**TABLE 3. TYPES OF STAKEHOLDER ENGAGEMENT**

Stakeholder	Purpose	Examples of Engagement
<b>Customers</b>	Build and maintain positive relationships	Customer Resources, Customer Advisory Council, Industry Associations
<b>Communities</b>	Maintain social license to operate	Teammate volunteerism; Compliance Hotline
<b>Teammates</b>	Retain and attract best talent	Global Engagement Survey, Quarterly Town Hall Meetings, Teammate Resources Groups
<b>Governments &amp; Regulators</b>	Maintain trust	Routine regulation tracking
<b>Vendors &amp; Suppliers</b>	Maintain ability to provide high-quality goods and services to customers	Business reviews, Vendor Code of Conduct, Distributor Toolkit

## Promoting Environmental Stewardship

As a global healthcare manufacturer and distributor, Owens & Minor recognizes its responsibility to manage resources efficiently, minimize waste, and reduce emissions while continuing to deliver safe, high-quality medical products.

Environmental stewardship is embedded into how we operate, from our manufacturing processes to the movement of our products across global supply chains. Our environmental sustainability program is governed by our [Corporate Responsibility Policy Statement](#), which commits us to minimizing the impact of our operations on the environment.

Our Global Director of ESG & Sustainability manages our environmental sustainability strategy and works with teammates across the organization, from operations to procurement, to advance our environmental priorities and minimize risks. Additional information about our governance of environmental sustainability can be found in the section on sustainability governance.

## Climate & Energy

In 2022, we set a goal of reaching net zero Scope 1 and 2 greenhouse gas emissions by 2050, with an interim goal of 50% reduction in Scope 1 and Scope 2 emissions by 2030. In 2024, we completed our first comprehensive greenhouse gas accounting, inclusive of Scope 1, Scope 2, and seven Scope 3 categories.

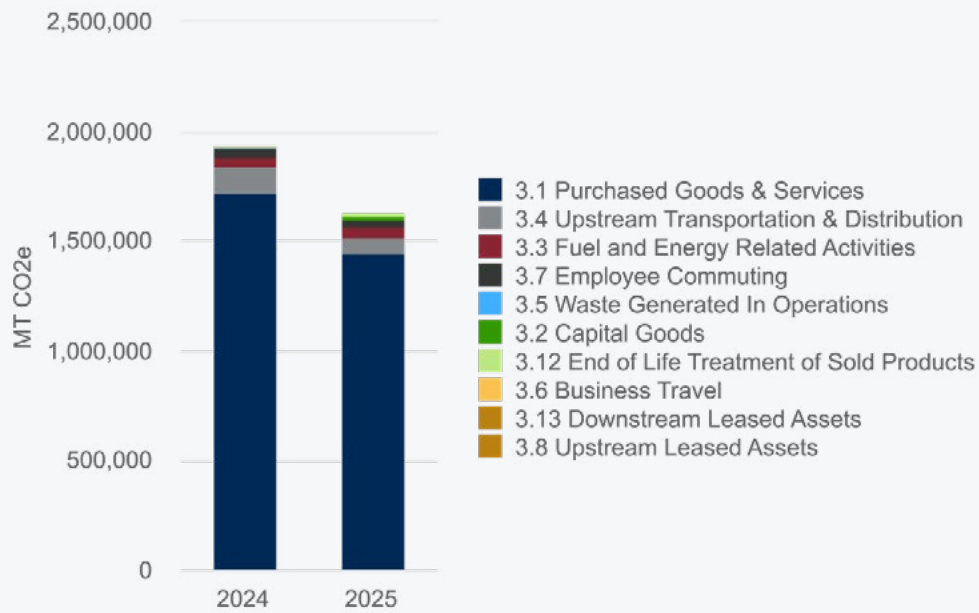
In 2025, due to our divestment from Accendra Health (formerly known as Owens & Minor, Inc.), we recalculated our 2024 baseline. Our Scope 3.1 and 3.6 calculations for both 2024 and 2025 likely include some expenses that are currently shared with or belong to Accendra Health.

**FIGURE 3. 2024 AND 2025 SCOPE 1 AND SCOPE 2 GREENHOUSE GAS EMISSIONS**



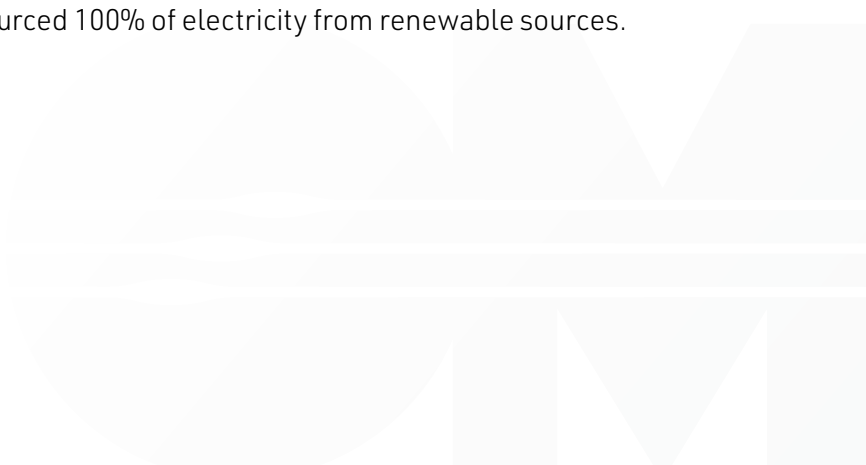
Across all greenhouse gas scopes, our 2025 footprint is largely unchanged from our 2024 baseline. Year-over-year, we see a slight increase in our Scope 1 emissions and a nominal decrease in our Scope 2 emissions. Our increase in Scope 1 emissions is from increased natural gas usage at one of our manufacturing facilities.

**FIGURE 4. 2025 SCOPE 3 EMISSIONS BY CATEGORY**



Except for two categories, our Scope 3 emissions decreased in 2025, which we contribute to normal fluctuation tied to business activity. We added two additional Scope 3 reporting category, 3.12 - end of life treatment of sold products and 3.13 - downstream leased assets.

We took several steps to minimize emissions in 2025. At our manufacturing facility in Ireland and a distribution center in the United States, we sourced 100% of electricity from renewable sources.



We also began to plan for our net zero journey. Owens & Minor participated for the first time in the [Supplier Leadership on Climate Transition](#) (“LOCT”) program. Supplier LOCT is a growing collaborative of companies helping suppliers become part of the climate solution by working to quantify and then decrease Scope 3 emissions. Owens & Minor completed the Supplier LOCT Target Setting and Abatement Courses. Because of these courses, we were able to create our net zero road map. We also received three “milestones” from the LOCT program, emphasizing our commitment to robust climate and emissions reporting. The milestones are:



Similarly, in October 2025, O&M conducted its first climate risk assessment in line with the Task Force on Climate-Related Financial Disclosures framework. This assessment included scenario analysis for physical climate risks. Inputs from across the business informed this assessment, helping identify potential risks and supporting the integration of mitigation measures into energy and sustainability strategies. Additional details on climate risks and scenario analysis can be found [here](#).

## Sustainable Sites

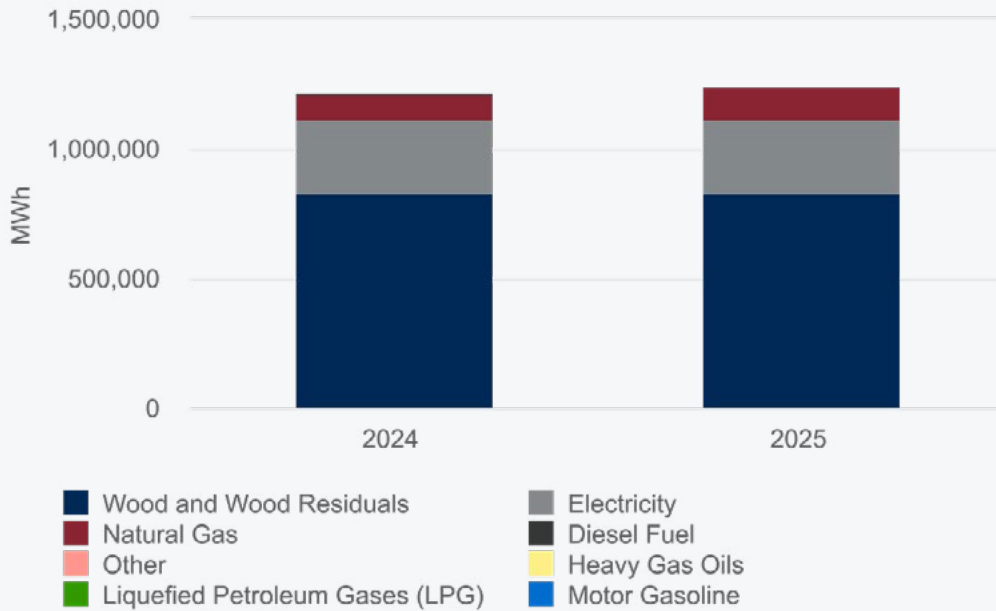
Owens & Minor made a number of advancements to the sustainability of our sites.

We opened our first Leadership in Energy and Environmental Design (“LEED”) -certified building in Morgantown, West Virginia. In July 2025, this distribution facility was certified to the LEED V4 Building Design and Construction: Warehouse & Distribution Center standard. Additional information about the building can be found [here](#).

Two of our European offices, our Belgian office and our Irish manufacturing site, Arc Royal, both operate within Building Research Establishment Environmental Assessment Method (“BREEAM”) certified buildings. In addition, our Belgian office and our Thai manufacturing facility are International Organization for Standardization (“ISO”) 14001 certified.

Our sites are also continuously working on energy efficiency initiatives. For example, in 2025, our Irish manufacturing site switched all lights to LED bulbs to decrease energy usage.

**FIGURE 5. 2025 ENERGY CONSUMPTION BY SOURCE**



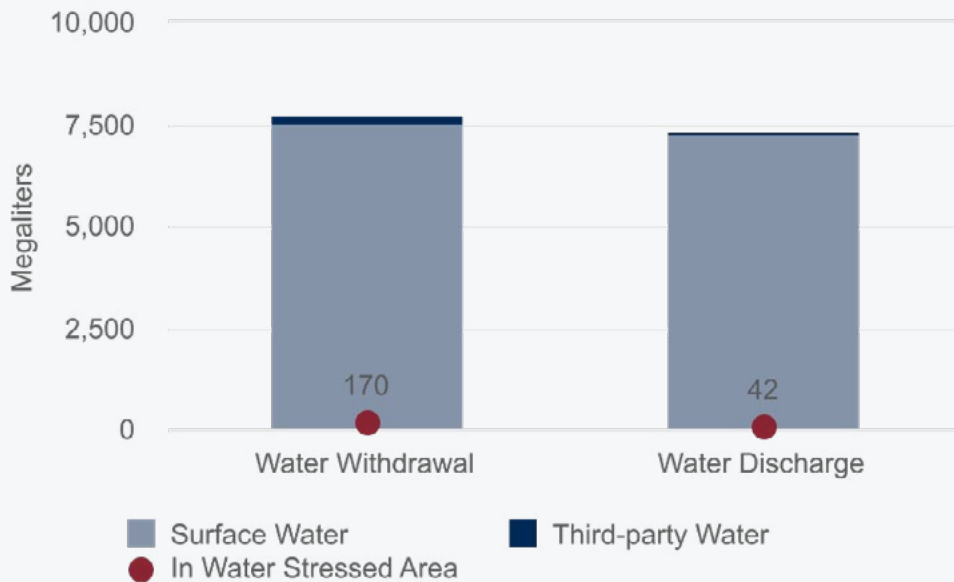
## Water Usage

Our water footprint is primarily driven by activity at our manufacturing sites. In manufacturing, water serves as an input for different functions, such as operating cooling towers, and some production activities involve water consumption. The largest share of water used in manufacturing is linked to our glove factory in Thailand. For our distribution sites, water consumption is mostly limited to sanitation.

Each year, we perform a water risk evaluation to gain greater insight into our water impact, allowing us to identify sites located in water-stressed regions. We conduct this analysis using the [World Resource Institute's Aqueduct](#) tool.<sup>5</sup>

<sup>5</sup>Kuzma, S., et al. 2023. "Aqueduct 4.0: Updated decision-relevant global water risk indicators."

**FIGURE 6. 2025 WATER WITHDRAWAL AND DISCHARGE**



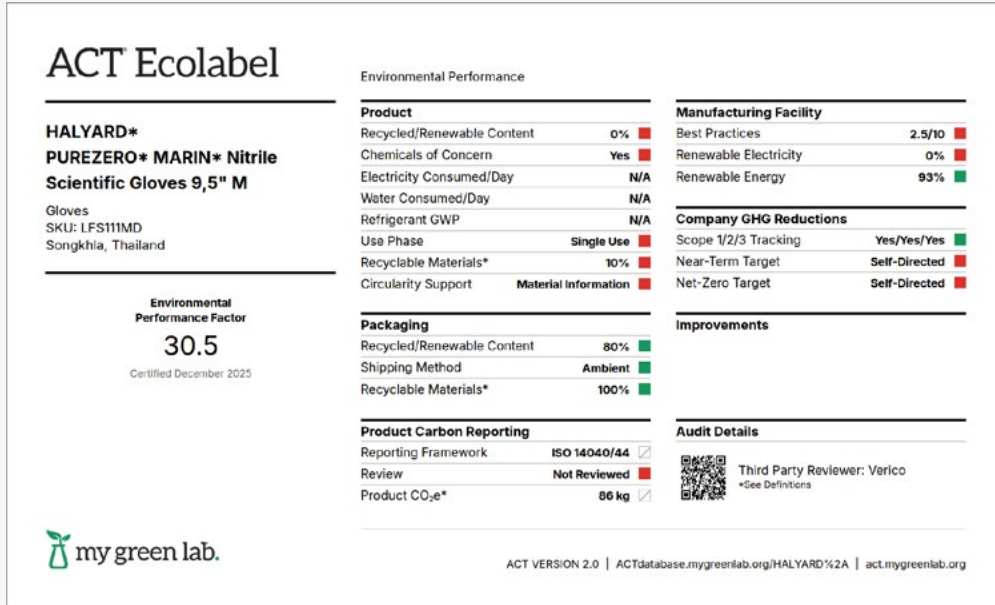
## Responsible Products

This year, we explored the impacts of our key manufactured products. This initiative reflects our growing recognition of the importance of environmental factors in our operations and long-term strategy. By focusing on sustainability, we aim to assess and improve the environmental impact of our manufacturing processes, materials sourcing, and product lifecycle management.

Our approach involves conducting a comprehensive review of the raw materials used in production, evaluating their environmental footprint, and considering alternatives that may reduce waste, energy consumption, and emissions. In addition, we are analyzing the durability, recyclability, and end-of-life disposal options for our products. This includes investigating opportunities to incorporate recycled or renewable materials, designing products for easier disassembly, and implementing take-back programs that encourage customers to return used products for proper recycling.

We recognize that sustainability is not only about minimizing negative impacts but also about creating value for our customers and stakeholders. We are proud to share that HALYARD's PUREZERO\* MARIN\* (XTRA) and PUREZERO\* LIMON\* (XTRA) Life Science gloves have achieved the My Green Lab ACT Ecolabel certification, ensuring independently verified environmental performance data is now available in the ACT Ecolabel Database. The independent verification process, conducted by My Green Lab in collaboration with Verico, enhances both trust and credibility in manufacturers' sustainability claims.

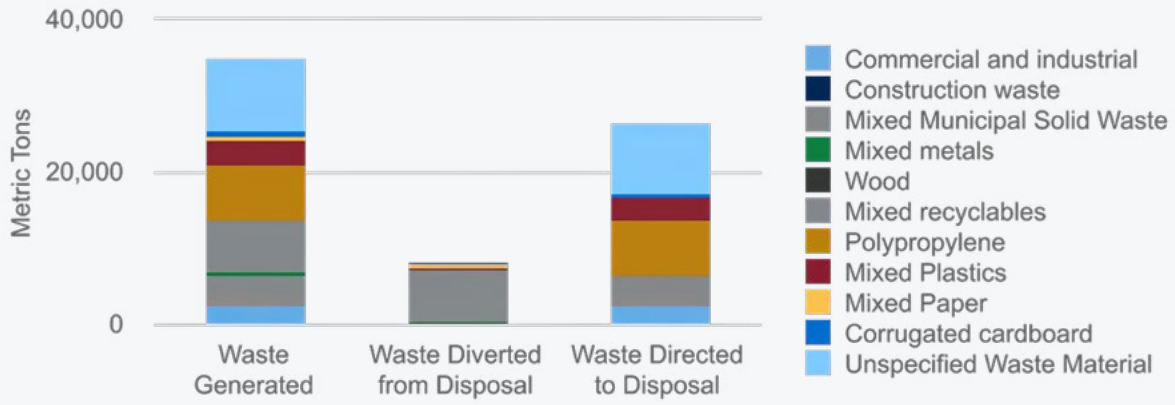
**FIGURE 7. EXAMPLE ACT 2.0 ECOLABEL**



To make informed sustainability decisions, it is essential to understand the full environmental footprint of our products. In 2025, we conducted our first Life Cycle Assessments (“LCA”) for one of our key product categories evaluating both cradle-to-gate and cradle-to-grave stages using the ReCiPe model. The assessment examined environmental impacts across raw material sourcing, manufacturing, distribution, product use, and end-of-life treatment. In late 2025, we initiated a second LCA covering an additional product category. Insights from these assessments will inform targeted actions to reduce emissions and environmental impacts, including alternative material and energy sourcing, reduced material consumption, and improved end-of-life treatment strategies. These LCAs enable us to understand our products’ environmental footprint and identify key impact hotspots and supports data-driven decision-making aligned with our sustainability goals.

To further our goal of minimizing the environmental effects of our products, Owens & Minor formed a Sustainable Packaging Committee in 2025, which was created to meet the heightened expectations of customers seeking more eco-friendly packaging solutions. The committee meets regularly to discuss customer requests and regulatory updates regarding packaging.

**FIGURE 8. 2025 WASTE GENERATED AND DISPOSED**



## Caring for Our Customers & Communities

A commitment to quality is at the core of our operations. Our business is anchored by our commitment to delivering high quality healthcare offerings to our customers by upholding high standards, promoting patient-driven innovation, and placing customers first. Each day, we endeavor to positively influence the well-being and health outcomes of those we assist.

### Quality

We continue to strive for excellence in distribution, manufacturing, and customer service to benefit our customers. Our commitment to excellence extends to every aspect of our company, and we expect every teammate to pursue excellence in everything they do at O&M.

The Quality Assurance and Regulatory Affairs (“QARA”) team maintains a robust quality system that meets or exceeds all laws, regulations, and standards that govern our business. While our QARA team is dedicated full-time to maintaining our quality standards, active teammate engagement across the organization is critical to maintaining those standards.

O&M complies with global standards, including regulations set by the U.S. Food & Drug Administration (“FDA”), the European Union Medical Device Regulation, and other regulatory bodies throughout the world. The company is also certified under the ISO 13485 and the Medical Device Single Audit Program. This certification applies to all O&M manufacturing facilities, which are audited by notified bodies to maintain Quality System ISO certification (ISO 13485 and/or 9001). These audits include selected regional business and design centers that support these facilities. Additionally, we undergo third-party audits conducted by regulators, notified bodies, and customers, while managing an internal quality audit program as required by the FDA and ISO.



## Operating Responsibly

At O&M, our success is tied to the well-being of our teammates and the communities we serve. We are committed to fostering a safe, inclusive, supportive, and empowering workplace, and building trust with and contributing positively to the communities where we operate. By investing in our people and communities, we enhance our social impact and build a resilient, engaged workforce.

## Ethics & Compliance

At Owens & Minor, conducting business with integrity is a core principle. We are dedicated to upholding our promises to customers, colleagues, and the communities we support. Our ethical standards and compliance measures are reinforced through various policies, such as our Human Rights Policy, Code of Honor, Vendor Code of Conduct, and internal guidelines like the Social Compliance Policy.

The Code of Honor at Owens & Minor serves as the primary foundation for our ethics and compliance initiatives. This document establishes the ethical standards expected from every teammate and business partner, covering areas such as privacy, social responsibility, anti-bribery, anti-corruption, and professional conduct in the workplace. It is mandatory for all teammates to receive training on the Code of Honor when they join the organization, and this training must be completed on an annual basis. Additionally, all teammates must formally confirm their commitment to adhering to these standards.

Ethics and compliance oversight is managed by our Chief Compliance & Privacy Officer, who works alongside our Procurement, Commercial Operations, and Vendor Relations groups. These teams are tasked with identifying and investigating instances of corruption, bribery, or other violations of the Code.

A global anti-bribery and anti-corruption risk assessment is conducted through a structured, enterprise-wide process designed to identify, evaluate, and prioritize bribery and corruption risks across geographies, business units, and countries. The process typically begins with a country-by-country risk analysis informed by Organisation for Economic Co-operation and Development (“OECD”) Anti-Bribery Convention principles and related OECD guidance, alongside other recognized risk indicators. The company then incorporates ongoing monitoring of negative corruption- or bribery-related news and enforcement activity to identify emerging risks and changes in the external risk environment. In parallel, the business is engaged to assess risks associated with entry into new countries or regions and changes to operating models. The results are documented, ranked, and validated with management, and used to inform targeted mitigation measures such as enhanced controls, auditing, training, third-party due diligence, monitoring, and policy updates.

To facilitate the reporting of potential breaches of our Code of Honor, social compliance matters, or other issues, we provide and maintain a whistleblower hotline accessible to all stakeholders. Reports can be submitted:

1. Via email to [gm-codeofhonor@owens-minor.com](mailto:gm-codeofhonor@owens-minor.com)
2. Via our anonymous reporting hotline website ([omicodeofhonor.com](http://omicodeofhonor.com))
3. By calling +1 (866) 293-2599.

The hotline allows individuals to make anonymous reports and adheres to established whistleblower regulations. Our strict non-retaliation policy ensures that anyone who raises concerns in good faith or participates in investigations is protected from adverse actions. Any violations of O&M policies may lead to disciplinary measures, including possible termination, and the company retains sole discretion to determine, based on the facts at hand, whether a policy has been breached.

## Social Compliance & Human Rights

Oversight of our Social Compliance program, which is responsible for mitigating risks related to child labor, forced labor, labor rights, and the right to freedom of association, is managed by the Social Compliance Committee, which draws members from various departments throughout the company and is chaired by our Global Director of ESG & Sustainability. The Committee's duties include evaluating and managing risk and revising relevant policies, procedures, and initiatives. The Committee meets quarterly.

Several policies govern our Social Compliance activities. We debut our inaugural Human Rights Policy, undergirding our efforts to uphold human rights in all our business activities. This policy is applicable to our own operations and is aligned with best-in-class standards such as United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the Universal Declaration of Human Rights, the International Labor Organization's core conventions, and the ILO Declaration on Fundamental Principles and Rights at Work.

Social compliance risks in our supply chain are governed by our Vendor Code of Conduct. Our Vendor Code of Conduct underwent a refresh in 2025, including additional language regarding respecting the right to organize and providing appropriate living conditions for employee dormitories.

To mitigate social compliance risks, we routinely review our operational and supply chain footprints to determine which areas present the greatest exposure. This review encompasses financial, reputational, operational, legal, and compliance-related considerations. Risks, once detected, are prioritized based on key performance indicators and then systematically managed. In addition, to help mitigate risks, we carry out regular audits at our own manufacturing facilities and those of our suppliers and vendors. In 2025, we refreshed our in-person and virtual audits to include additional ESG questions, including many on social compliance. Suppliers fill out these questionnaires when they are onboarded and then periodically thereafter.

[Click here for additional information about our human rights and social compliance disclosure.](#)

## Supply Chain & Procurement

Supply chain sustainability is critical for reducing environmental impact, ensuring ethical sourcing, and improving operational efficiency. A responsible supply chain not only supports environmental stewardship but also strengthens long-term resilience and cost-effectiveness. Our supply chain and procurement program is managed by our procurement team under the leadership of our Chief Procurement Officer. All procurement activity is supported by the Social Compliance Program.

Our supply chain and procurement programs are governed by our internal Procurement Policy, our Vendor Code of Conduct, and our new Sustainable Procurement Policy. Our Procurement Policy is our internal document which guides our buying activities. Externally, our Vendor Code of Conduct governs how we expect our suppliers to behave.

Embedded within our standard terms & conditions is a requirement for all suppliers and vendors to commit to upholding or exceeding the standards set forth in our [Vendor Code of Conduct](#). This document governs everything from business activity to human rights expectations. Our newest policy is our [Sustainable Procurement Policy](#), which signals our sustainability and social compliance priorities to our suppliers and vendors.

Supply chain risk is mitigated via a multi-modal, multi-function process that starts with vetting from our Compliance, Procurement, Quality, Safety, and Accounting teams. This ensures that suppliers are able to deliver the products and services we need while also ensuring that the supplier is healthy from a financial, regulatory, and reputational standpoint.

Additionally, Owens & Minor has a team of highly qualified category managers who are responsible for developing and maintaining sourcing strategies for a specific group of goods or services (their "categories"). Strategic category management includes but is not limited to:

- Mitigating supply chain risk by preventing sole sourcing or identifying areas where there are limited suppliers.
- Identifying cost levers (tariffs, global instability, supply shortages) and working with our vendors and product teams to mitigate cost increases.
- Triaging one-off, special events like disruptions caused by severe weather or conflict.

We expanded upon efforts to buffer our supply chain against sustainability risk this year. Steps taken include:

1. All suppliers are required to attest to and comply with our Vendor Code of Conduct or present their own similar or more progressive Code of Conduct.
2. All new suppliers are required to complete a self-assessment covering sustainability topics.
3. Through January 2025, with the help of a third party, we assessed our Tier 1 suppliers' sustainability performance through our first ESG survey, which covered topics from climate impact to human rights. The survey was sent to over 150 suppliers.
4. In late 2025, we began an engagement with a supplier risk monitoring software to assess ESG risks, including those related to human rights issues, of our tier 1 suppliers and distributors.

5. Some of our suppliers regularly undergo third-party audits to ensure they are in compliance with our social compliance standards and those of our customers.

## Data Protection & Privacy

Owens & Minor is committed to upholding individuals' rights regarding their personal information across all operations and regions, while complying with local laws. As such, our top priority is to establish and maintain globally applicable standards for handling personal data.

We take a multi-pronged approach to data protection and privacy. At the management level, the cybersecurity team manages our information protection risks.

Their efforts are guided by our Information Security Policy, which applies to all users teammates, contractors, vendors, and others of O&M information and IT resources. As teammates are the first line of defense for cybersecurity breaches, they receive regular training on cybersecurity and are encouraged to report suspicious activity through the proper internal channels.

Data privacy at O&M is overseen by our Vice President of Compliance, who serves as Chief Compliance & Privacy Officer, and is governed by several company policies, including our Global Data Protection and Privacy Policy, which applies to all teammates, including those at our subsidiaries and affiliates.

Our data protection and privacy activities are aligned with globally recognized privacy principles and are designed to comply with applicable data protection and privacy laws in the jurisdictions in which we operate, including the EU General Data Protection Regulation; U.S. federal, state, and sector-specific privacy laws, including the Health Insurance Portability and Accountability Act; Canada's Personal Information Protection and Electronic Documents Act; China's Personal Information Protection Law; India's Digital Personal Data Protection Act; and Thailand's Personal Data Protection Act.

## Health & Safety

Ensuring the health and safety of our teammates is a fundamental part of our commitment to sustainability. We believe that a safe workplace not only protects our teammates but also enhances productivity, operational efficiency, and overall well-being.

Our comprehensive Health and Safety Programs focus on proactive risk management, rigorous training, and continuous improvement to prevent workplace incidents. By integrating safety within everything that we do, we foster a culture of responsibility, ensuring compliance with industry regulations. Our Health and Safety Programs are managed by our corporate Health and Safety Team and guided by our Global Health and Safety Policy. At each of our manufacturing, kitting, and distribution sites, there is at least a safety coordinator or dedicated Environmental, Health, and Safety Manager. We implement an occupational health and safety management system that strives to meet and exceed all related regulations, including all applicable rules originating from the:

- Occupational Safety & Health Administration (United States)
- 2005 Safety, Health, and Welfare at Work Act (Ireland)

- Ministry of Industry (Thailand)
- Occupational Health & Safety Law (Mexico)
- International Labor Organizations

We maintain numerous internal auditing tools and protocols to ensure compliance with these standards. All O&M teammates and non-employees working on-site (such as contractors) are covered by our occupational health and safety management system. Like teammates, contractors are trained on company-specific site rules and safety practices before work begins.

Contractors are selected, in part, based on certification or equivalent experience and expertise in certain safety-critical areas, such as electrical safety or fall protection. Contractors make up a small portion of our on-site workforce.

The foundation of our Safety Management System starts with identifying hazards associated with each job function before work begins. We identify and mitigate a combination of physical and behavioral hazards through job hazard analysis, risk assessment, internal inspections, and behavior-based safety models. Hazard identification activities and training for supervisors and teammates are conducted regularly. Additionally, teammates receive health and safety training and role-specific training as appropriate.

We encourage teammates to report all incidents, near misses, and identified hazards so that we can implement corrective and preventative actions to prevent future occurrences and reduce risks. Teammates have multiple channels for reporting hazards, both openly and discreetly. Our Code of Honor, Safety Training, and Safety Policies promote safe reporting practices, as we believe everyone plays a role in creating a safe work environment. Once an incident is reported, we initiate the Incident Investigation Process, which includes investigating on-site with the involved supervisors and teammates, witnesses, and using available technology. A member of the Global Safety Management Team coordinates follow-up with the investigative team, the Safety Director, and site leadership. All incidents are reviewed, root cause is identified, and action items are agreed upon for improvement. Each month, site leaders meet to discuss recent incidents and share lessons learned. Every site is then empowered to implement those lessons. We believe that through communication and collaboration, we can achieve better results. Because of our robust safety monitoring process, we are proud to report DART and TRIR rates that are below industry averages.

As part of our continuous improvement process, teammates are encouraged to share their suggestions and can join the site safety committees. A global safety suggestion form is available on our teammate intranet site for submitting ideas for improvement. Our Global Safety Policy empowers teammates to actively participate in maintaining a safe workplace.

If an incident occurs, teammates have access to various healthcare resources. In countries with specific legal requirements, we provide on-site healthcare services staffed by qualified personnel. In the U.S., teammates can access our nurse triage line 24/7 for work-related healthcare concerns. Global teammates have access to on-site clinics during the workday.

## Empowering Our Teammates

As a leading provider of healthcare solutions, our dedication to environmental and social stewardship goes further than just our products and business activities. At the heart of this commitment lies the well-being, personal development, and fulfillment of our team members. Driven by our purpose of Life Takes Care® and the principles embodied in our IDEAL Values, we strive to cultivate a workplace where individuals feel empowered to express their true selves every day. In this section of the report, we showcase our initiatives aimed at nurturing a positive work environment that supports teammate achievement and wellness through transparent communication, encouragement, opportunities for growth, and an emphasis on inclusion.

## Benefits

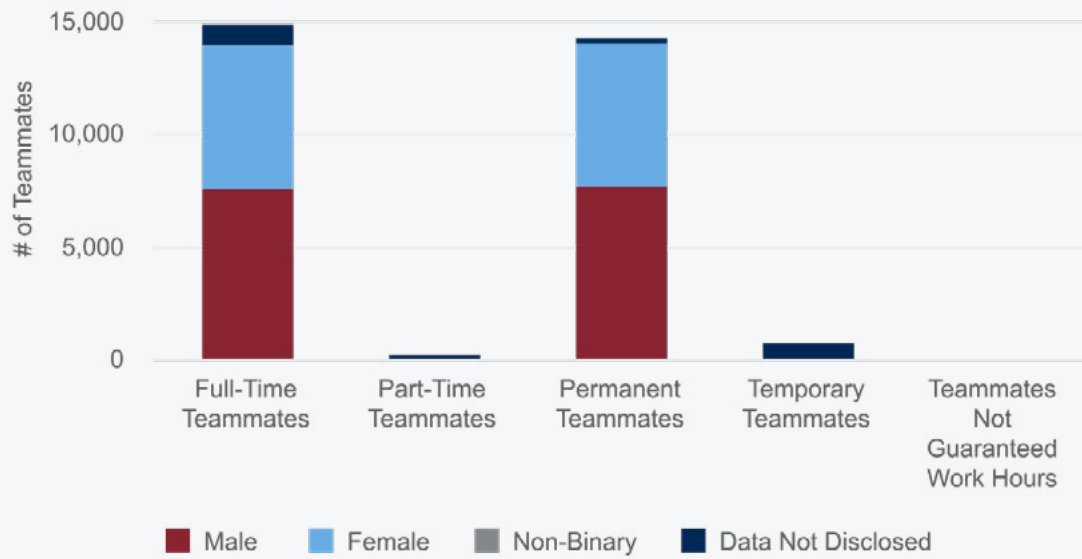
Our total compensation philosophy supports our goals of attracting, developing, and retaining teammates who wish to deliver a difference to our customers. In addition to a teammate's salary and wages, teammate compensation includes a comprehensive benefits package and other incentives. Benefits to eligible U.S.-based teammates include:

- 1. Insurance Benefits:** Medical, dental, and vision insurance, savings and spending accounts, income protection, disability coverage, and supplemental insurance.
- 2. Tuition Reimbursement:** We provide a reimbursement program to eligible teammates for certain tuition expenses.
- 3. Parental Leave:** Teammates who experience the birth of a child are eligible for up to three weeks of parental leave. This parental leave runs concurrently with applicable state or federal leaves, including family and medical leaves of absence. It is in addition to any approved short-term disability benefits.
- 4. Adoption Assistance:** We offer annual reimbursement for adoption assistance, per child.
- 5. Flexible Working Options:** We provide flexible working hours, work-from-home arrangements, and part-time options.
- 6. Paid Time Off:** Our policies include a variety of paid time off options.
- 7. Teammate Assistance Program:** Our program helps teammates find work-life balance, cope with grief and loss, and alleviate stress by helping them find child and elder care. Some teammates also have access to Optum Mental Health Awareness Toolkits, which include articles, training, and tips on relevant topics to support health and well-being both at work and at home.

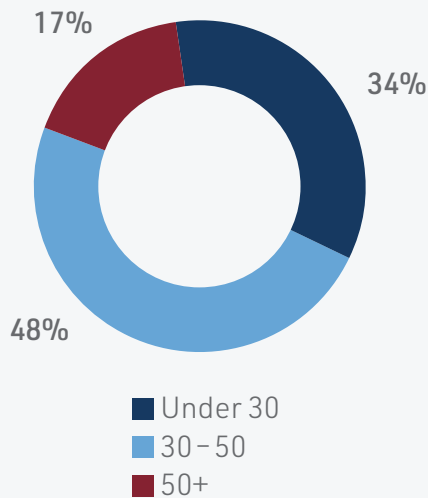
In the event that teammates separate from the organization, we offer severance pay to those whose positions are affected by restructuring or downsizing. We also offer outplacement services through a third-party provider. These services include career coaching, assistance with resumes and professional profile development, job leads, and access to online learning courses.

## Our Teammates

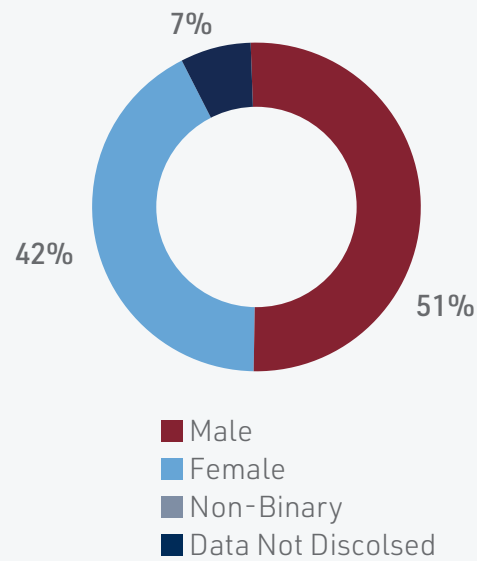
Teammates by Employment Type



Teammates by Age Group



Teammates by Gender



## Learning & Development

At Owens & Minor, learning and development is fundamental to our IDEAL (Integrity, Development, Excellence, Accountability, and Listening) Values, five core accountabilities that guide leaders in driving success throughout the organization. The foundation of success lies in the development of individuals and teams alike. When all teammates prioritize their own professional advancement, the company is able to advance and enhance its performance.

Each teammate is encouraged to:

- Help each other grow and always strive to do things better.
- Proactively seize opportunities to learn, build, and improve.
- Harness an entrepreneurial spirit.
- Maintain a growth mindset and relentless desire to innovate.

Each year we foster our commitment to nurturing leadership skills by conducting an annual talent review. We urge teammates to establish development plans that align with their aspirations for career progression. To help them thrive, we supply an array of educational resources, including ongoing training sessions offered through Owens & Minor University, our proprietary learning platform.

We work together across the organization to create a network of individuals dedicated to ongoing enhancement, empowering them to lead lasting changes across the business. Our commitment extends to providing a range of leadership development initiatives focused on continuous improvement, including:

- Continuous Improvement Fundamentals: This program aims to accelerate the adoption of an improvement mindset by building key problem-solving competencies. This training focuses on Operational Excellence and teammate development.
- Leading with Lean: This intensive “learn and do” training experience includes on-site coaching and practical applications, to establish a culture of daily accountability, engagement, and continuous improvement.



## Teammate Resource Groups

At Owens & Minor, we celebrate the diverse contributions and perspectives of all teammates, knowing our differences are our strengths to drive innovation and overcome challenges. When teammates feel valued and respected, they are empowered to do their best work and thrive.

One way we celebrate our teammates' contributions is through the Teammate Resource Groups ("TRGs"). TRGs provide space, resources, and community for underrepresented identity groups and their allies. Open to all teammates, TRGs host events and programs that foster connection, development, and belonging across Owens & Minor.

Our current TRGs are:

- O&M ASPIRE: O&M Asians and Pacific Islanders Rising to Excellence
- O&M bhOMe: O&M Black Heritage, Outreach, Mentorship, and Enrichment
- O&M DAIS: O&M Diverse Abilities Inclusion & Support
- O&M HOLA: O&M Hispanic Organization for Leadership and Achievement
- O&M PRIDE: O&M Philanthropy Respect Intersectionality Diversity Education
- O&M WEN: O&M Women's Empowerment Network
- O&M WIT: O&M Women in Technology
- O&M YEP: O&M Young Emerging Professionals

## Community Engagement

At Owens & Minor, we invest in the communities where we operate, and an essential part of that investment is our teammate-led volunteer program. Supported by our TRGs, Owens & Minor teammates around the globe are encouraged to take part in volunteer opportunities with local non-profit organizations. Highlights from 2025 include:

- Inspiring Girls Belgium - our teammates connected young girls with female role models, introducing them to various careers and life options and inspiring them to aim high.
- Latin America Children's Day - Teammates visited the Ronald McDonald House Charities facility in Mexico City, bringing joy and connection to families facing challenging times.
- Ronald McDonald House Charities of the Piedmont Triad - Lexington-area teammates helped prepare 500 meals that served 175 families utilizing the services of Ronald McDonald House.
- James River Association ("JRA") - Our Headquarters staff in Richmond, Virginia regularly help the JRA with water quality monitoring, tree planting, and restoration and cleanup efforts.
- Bake with Dignity - Malaysia teammates traded their usual office routines for aprons and mixing bowls during a heartfelt volunteer session at Bake with Dignity, a social enterprise that provides employment opportunities for adults with learning disabilities, equipping them with baking skills and fostering independence.
- Cook + Connect program with Ronald McDonald House Charities Greater Western Sydney - Our Australia and New Zealand team proudly participated in this hands-on volunteering initiative that brings corporate groups into the kitchen at Ronald McDonald House Westmead to prepare, cook, and package nourishing meals for families with seriously ill children.



**About This Report**

**Report Boundaries**

The statements contained in this report are made as of the date of this report unless another date is specified in relation to any such statements and are only as current as the date indicated and may be superseded. This report covers the calendar year 2025. This report covers Owens & Minor's ESG efforts across our entire company, including our subsidiaries. Owens & Minor undertakes no obligation to update the information contained in this report except as required by law.

**Reporting Guidelines & Content**

We prepared this report leveraging the Global Reporting Initiative ("GRI") Universal Standards 2021. The topics covered in this report were defined based on the ESG priorities that were identified in 2025, which have defined our ESG Framework. More information may be found in the Our [ESG Materiality section on page 12](#).

**Reporting Uncertainties**

Non-financial information in this report, including statistics and metrics relating to sustainability matters, is subject to measurement uncertainties resulting from limitations inherent in the nature and methods for determining such data and may be based on assumptions (which may prove inaccurate) or developing standards, including our internal standards and policies. The selection of different measurement techniques can result in materially different measurements. The precision of differing measurement techniques may also vary.

**Disclaimer**

When we use the terms "Owens & Minor," "O&M," "we," "us," "our," and "company," we mean O&M PHS LLC and its consolidated subsidiaries, taken as a whole, unless the context otherwise indicates. The intended audience of this communication is the general public, and the purpose is to communicate ESG information on Owens & Minor's business operations.

The use of the term "materiality" and other similar terms refers to ESG topics and materiality assessments in the context of sustainability or ESG materiality assessment as defined by voluntary ESG/ Sustainability reporting frameworks. We are not using such terms as they are used under the securities or other laws of the United States or any other jurisdiction or as these terms are used in the context of financial statements and financial reporting. Forward-looking statements present our current forecasts and estimates of future events. These statements do not strictly relate to historical or current results and can be identified by words such as "anticipate," "appear," "assume," "believe," "estimate," "expect," "forecast," "intend," "likely," "may," "plan," "seek," "should," "strategy," "will," and other terms of similar meaning. Forward-looking statements in this ESG report include statements regarding the company's ESG initiatives and future operating results, outlook growth, plans, and business strategies, including statements regarding project savings and improvements to the company's operations, product offerings, technologies, and ESG metrics as a result of its initiatives and programs, as well as any other statements that are not related to present facts or current conditions. Undue reliance should not be placed on such statements because, by their nature, they are subject to risks, uncertainties, and other factors and actual results may differ materially from those results projected in the statements. Owens & Minor undertakes no obligation to update or revise any of these forward-looking statements, whether to reflect new information, future events or circumstances or otherwise.

Goals, intentions, ambitions, or expectations described in this report are aspirational and subject to change and are not guarantees or promises that all goals, intentions, ambitions, or expectations will be met. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our ESG initiatives, policies, and procedures based on cost, timing, or other considerations. Certain information contained herein has been obtained from third parties, and in certain cases has not been updated through the date hereof. We have not independently verified the data from these third-party sources in every instance and make no representation with regard to the verification of third-party data, unless explicitly otherwise indicated. While these third-party sources are believed to be reliable, we make no representation or warranty, express or implied, with respect to the accuracy, fairness, reasonableness, or completeness of any of the information contained herein, and we expressly disclaim any responsibility or liability, therefore.

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