



2025 ESG Highlights

About Organon

We are an independent global healthcare company that envisions a better and healthier every day for every woman. By addressing health conditions that are unique to women, affect her disproportionately or impact her differently, we are igniting our purpose: advancing the complete health of women at all stages of her life journey.

Our diverse portfolio offers solutions across a range of areas including reproductive health, cardiovascular disease, neurology, autoimmune and respiratory conditions. We bring these necessary therapies and devices to those who need them in more than 140 markets around the world.



Our approach to ESG and stakeholder management

We believe that by advancing the health of women, we advance the health of society. Our ESG strategy helps ensure we deliver on our corporate vision: a better and healthier every day for every woman.

In 2025, we refreshed our ESG strategy to reflect evolving regulatory requirements, changes in the external operating environment and shifting stakeholder expectations. As part of this process, we reviewed our [ESG priority topics](#) to ensure continued alignment with our strategy, business priorities and stakeholder interests. This topic prioritization exercise informed the areas we chose to emphasize within our refreshed strategy. While our ESG topics remain grounded in the issues most relevant to our business, our refreshed strategy places particular emphasis on three priority areas where we believe we can make the greatest impact: access to medicines and healthcare, innovation for women's health and education.

We have completed our 2025 ESG goals established in 2021. In 2026, looking ahead to the next phase of our ESG journey and building on our strong foundation of completed goals, we launched a new five-year ESG plan. The 2030 goals focus on areas that matter most to our stakeholders, our business and, most importantly, women around the world. The plan and goals were reviewed and approved by Organon's Board of Directors in April 2026.

Her Equity

We are working toward a better and healthier every day for every woman by bringing forward the innovations needed to support women’s health, expanding access to medicines and other products, and advancing gender equity inside and outside the company.

Innovation for women’s health

GOALS ----->

- **Aim to redefine and harness innovation in women’s health** by dedicating a majority of our pre-clinical and clinical development activity toward areas of unmet health needs in conditions that are unique to women, affect her disproportionately or impact her differently.
- **Seek potential solutions that can achieve a significant impact** by improving care, diagnosis, quality of life and health outcomes for women.
- **Seek collaborations to expand access to treatment options** that improve women’s health and help secure Her Promise.
- **Strive to engage the women’s health innovation ecosystem** — NGOs, startups, venture capital and others — to think creatively about how to support the best science and accelerate access to new medicines, devices and solutions for girls and women around the world.

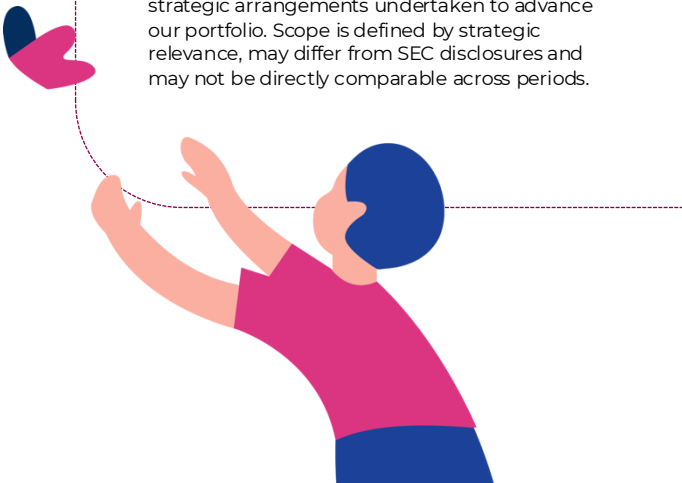
PROGRESS

17

Transactions* completed

since 2021, with four in 2025, which allows us to advance meaningfully toward our mission.

*“Transactions” include selected acquisitions, licenses, collaborations, divestitures and other strategic arrangements undertaken to advance our portfolio. Scope is defined by strategic relevance, may differ from SEC disclosures and may not be directly comparable across periods.



Building the Future of Women’s Health — One Partnership at a Time

We believe that closing the gaps in women’s health requires an ecosystem approach. We know that coming together to innovate will help us collectively address the fact that the data is lacking, science is complex and access challenges are systemic. In 2025, Organon backed that belief with action.

As a steering committee member of the Milken Institute Women’s Health Network and through active partnerships with the Bill & Melinda Gates Foundation, Organon is helping shape the policy, investment and infrastructure environment that determines how good science reaches patients.

In 2025, Organon operated from a simple conviction: Closing the gaps in women’s health requires leveraging what we know and do well, the reach of NGOs and the on-the-ground infrastructure of global health organizations — and we made sure we weren’t at that table alone.

Additionally, we launched an internal strategic incubator focused on evaluating novel delivery platforms in contraception and menopausal hormone therapy. Through the power of collaboration, we were able to advance rapidly from ideation to pre-feasibility in three months. We advanced the expanded indication for one of our contraceptive products across the European Union, United Kingdom and five Latin American markets, backed by peer-reviewed evidence showing fewer unintended pregnancies than alternative methods. And the regulatory work completed in 2025 delivered results: One of our products received approval in Japan for dysmenorrhea — extending access to women with a condition long undertreated by the medical community.



SPOTLIGHT

Advancing our women's health impact strategy through the Her Health Grants program

This year marked the completion of Organon's Her Plan is Her Power initiative, which over the past three years supported partnerships focused on access, education and emergency response in women's health. As part of our ongoing fulfillment of the 2021 commitment, Organon then launched the Her Health grants program, establishing a new framework for charitable giving aligned with our Her Health vision; outcomes from the program's first grant cycle will be reported in 2027.



Her Equity

Access to medicines and healthcare

Access to medicines is a key pillar of our ESG strategy, and it is critical to helping women and girls achieve their promise. We aim to address the barriers to accessing our medicines — whether they are geographic, financial, social, cultural or political — and create a better and healthier every day for every woman.

GOAL ----->

→ Work together with partners to **help prevent an estimated 120 million unintended pregnancies** by 2030 by providing 100 million women and girls in low- and middle-income countries (LMICs) with affordable access to contraceptive options by 2030.

PROGRESS

87M

Helped prevent approximately 87 million unintended pregnancies* through the Her Promise Access Initiative, reaching nearly three quarters of the way toward our 2030 goal.

72M

Provided over 72 million women and girls in low- and middle-income countries (LMICs) affordable access to contraceptive options.

*Unintended pregnancies are calculated based on the volumes supplied for the markets in scope and the impact is captured using the MSI Reproductive Choices Impact 2-v5 tool.

Her Equity

Human capital

GOAL ----->

→ **Aspire to have balanced gender representation** through all levels of the company globally by 2030.

To reach this goal, we strive to maintain our current global gender balance while increasing the number of women in middle- to senior leadership roles.*

*Where and to the extent permitted by law.

PROGRESS

49%

We have 49% female representation in roles at director level and above.



GOAL ----->

→ **Aim to achieve pay equity.**



PROGRESS

21 Largest Markets

Completed pay equity studies conducted with external economic and legal experts in our 21 largest markets (Australia, Belgium, Brazil, Canada, China, Egypt, France, Indonesia, Italy, Japan, Korea, Mexico, Netherlands, Portugal, Russia, Singapore, Spain, Switzerland, Thailand, the United Kingdom and the United States) and achieved 99% balance in pay equity for similarly situated female and male employees in equivalent positions.**

**Adjusted to account for legitimate labor economic factors.

Achieved
100%

Achieved 100% balance in pay equity for similarly situated non-White (including Black, Hispanic/Latino and Asian employees) and White employees in equivalent positions in the United States.***

***Adjusted to account for legitimate labor economic factors. Due to local legal and regulatory requirements, there was insufficient information available to conduct this second analysis outside the United States.

Her Planet

The health of women depends on the health of our planet. While climate change affects the entire world, pervasive gender inequality magnifies its impact on women and girls. We are working to implement environmentally friendly practices and long-term sustainability initiatives across our operations and value chain to positively impact women everywhere.

Climate change

2050 Ambition: Support the transition to a low-carbon economy, with a long-term ambition to achieve net zero greenhouse gas (GHG) emissions in our operations and through our supply chain.

GOALS ----->

→ **Aim to reduce our Scope 1 and 2 GHG emissions** by more than 25% from 2020 levels by 2025.

→ Aim to have at least **70% of our supplier spend devoted to suppliers that have GHG emissions reduction programs** by 2025.

→ **Characterize and regularly update our Scope 3 GHG emissions** to reflect our supply chain by 2025.

GOAL ----->

→ Develop a decarbonization roadmap by 2030, positioning Organon for future alignment with near-term science-based targets (SBTs).

PROGRESS



Achieved a 20% full-year 2025 reduction in our Scope 1 and 2 GHG emissions against a 2020 baseline. Post Virtual Power Purchase Agreement (VPPA) implementation in December, **our Q4 2025 emissions* demonstrated a 26% reduction rate.**

*Q4 2025 reduction rate is measured against Q4 2020 Scope 1 and 2 emissions (the corresponding quarter of the 2020 baseline year)



More than 70% of our supplier spend is allocated to suppliers with established GHG emissions reduction programs. In addition, Global Procurement has implemented a Supplier ESG Program that includes annual third-party ESG assessments to continuously monitor and evaluate suppliers' environmental sustainability performance.

We calculated Scope 3 GHG emissions for the years 2022, 2023, 2024 and 2025, and are improving the accuracy of our reporting by transitioning from assumption-based estimates to actual data. This approach ensures our Scope 3 inventory more accurately reflects our value chain's emissions profile.

PROGRESS

Organon has initiated development of a decarbonization roadmap to align with near-term SBTs. Scope 1, 2 and 3 emissions data calculated for 2022 through 2025 provide the analytical foundation for modeling reduction pathways and establishing measurable interim milestones toward our long-term net zero ambition.



SPOTLIGHT

Driving emissions reductions through smarter transportation

In 2025, we reduced transportation-related emissions by 26 metric tons of carbon dioxide equivalent (CO₂e) compared with 2024 through targeted logistics optimization initiatives across our global network.

The primary driver of these reductions was strategic modal shifts from higher-emission air freight to lower-carbon ocean and road transportation. We also improved shipment consolidation and increased the use of double-stacking practices, helping us move products more efficiently while optimizing capacity across the supply chain.

These efforts reflect our continued focus on reducing environmental impacts across our operations and value chain as we work to protect Her planet.



Her Planet

Waste management & materials

2050 Ambition: Integrate circular economy principles into our business models.

GOAL ----->

→ **Reuse, recycle or otherwise beneficially use** more than 80% of our sites' operational waste by 2025.**

***"Otherwise beneficially use" includes composting and incinerated with heat recovery.

GOAL ----->

→ **Strive to have 30% of our legacy packaging reviewed** against the Organon Sustainability Packaging Guidelines by 2025 to identify opportunities to reduce our environmental impact.

→ All new Organon-owned products will be assessed against Organon's Sustainability Packaging guidelines.

GOAL ----->

→ **Complete waste characterization for operational waste** at our six OMS manufacturing sites by 2028.

GOAL ----->

→ **Implement an intensity-based waste reduction program** by 2030.

PROGRESS

95%

95% of our operational waste is reused, recycled or otherwise beneficially used.**

***"Otherwise beneficially used" includes composting and incinerated with heat recovery.

PROGRESS



More than 30% of our legacy packaging has been reviewed against the Organon Sustainability Packaging Guidelines, which focus on driving recycled content, recyclability and responsible sourcing. These guidelines were used to review legacy packaging and assess all new future products to ensure they meet our sustainability objectives and reduce environmental impact.

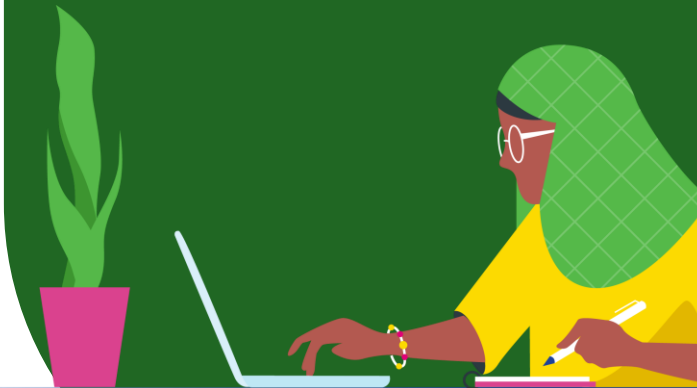


SPOTLIGHT

Advancing circularity in paper and carton recycling

At our Heist site, we collaborated with Smurfit Westrock to establish a controlled circular chain for collected paper and carton materials. Through this process, paper and carton materials are securely destroyed and recycled within Smurfit Westrock facilities, supporting recycling transparency, quality control and product security.

In 2025, this collaboration helped recover 48 tonnes of fibers and pulp from recycled materials. These materials are used to create new high-quality packaging, helping reduce the need for virgin raw materials and supporting our efforts to integrate circular economy principles into our business.





Reducing water use through site-level action

At our Oss site, we implemented a water inventory and savings project in one of our laboratories to identify opportunities to reduce annual water consumption. The project focuses on a building that uses approximately 8,400 m³ of water annually, representing about 10% of the site's total water consumption.

In 2025, the site reduced water usage by 33.2% compared with 2020, supporting Oss' broader water stewardship efforts.



Her Planet

Water management

2050 Ambition: Integrate water stewardship principles into our business models.

GOALS	PROGRESS
→ Aim to reduce water usage in our operations by >5% by 2025 from 2020 levels.	19% Reduced water usage by 19% against a 2020 baseline.
→ Aim to have at least 70% of our supplier* spend devoted to suppliers that have water reduction programs by 2025. *This concerns water-relevant suppliers.	80% Over 80% of our supplier spend is currently devoted to suppliers that have water reduction programs in place.
→ Characterize and regularly update the water usage in our value chain.	Water in value chain estimate finalized.

Her Planet

Biodiversity

2050 Ambition: Preserve and increase biodiversity at our locations and in our communities.

GOAL ----->

→ **Seek to invest in projects that preserve and restore biodiversity** at or near all Organon manufacturing sites and major* office locations by 2025.

*"Major office locations" refers to our largest office locations based on square footage.

PROGRESS

6

We have engaged in **biodiversity projects at or near all six of our manufacturing sites** and have supported nature-based initiatives in collaboration with Climate Impact Partners that align with our goal for our major office locations.



SPOTLIGHT

Restoring native biodiversity along the Atibaia River

Our Campinas site is located within an Environmental Protection Area along the banks of the Atibaia River. In 2025, we planted 415 native trees along the river margins as part of an ongoing program to remove invasive species and restore native biodiversity.

The site also continued its long-term bird monitoring program, which has been underway for more than two years and has recorded more than 128 species in the surrounding vegetation. Together, these efforts contribute to our commitment to preserve and increase biodiversity at our locations and in our communities.

Her Trust

We aim to be a credible voice for women’s rights and gender equity. Doing so and operating our business effectively requires that we uphold the highest levels of ethics and integrity across our operations. This effort begins with our Board of Directors, which oversees our rigorous approach to ethics and compliance.

Board composition and ESG strategy

GOALS ----->

- Commit to uphold the **highest levels of ethics and integrity throughout our business.**
- **Aspire to maintain the expertise, gender and racial diversity** that characterizes our Board composition today..

PROGRESS

42%

of our directors are from U.S. underrepresented racial and ethnic groups. Additionally, half of our directors have lived and worked outside the U.S. and bring their global perspective to our organization.

70%

Since our founding in 2021, nearly 70% of our Board of Directors have been women.

50%

In addition, 50% of our standing Board committees are chaired by women.



Procurement and supply chain practices

Procurement has the power to do more than manage costs; it can strengthen the fabric of local communities. By making thoughtful sourcing decisions, we contribute to long-term economic stability, support local enterprises and help build supply chains that are not only efficient but also resilient and reflective of the communities we serve. This is sustainable procurement in action: delivering business value while leaving a positive footprint behind.



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