



Annual Review and Impact Report 2025

Protecting and Advancing
Human Health



Contents

Overview **3**

Welcome	3
About NSF	5

Our Mission in Action **9**

Introduction	10
Food	11
Water	15
Wellness	19
Assurance	24

Impact Report **27**

Our ESG Framework	28
Introduction	29
Environment	31
Social	36
Governance	42

Shaping The Future **47**

Blueprint 2030	48
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Appendix **49**

Board of Directors	50
Senior Leadership Team	51
Our Accreditations	52

WELCOME

2025 in Review: Progress Delivered With Purpose



The past year was defined by execution. We focused on strengthening NSF's foundations, building confidence in our ability to deliver at scale, and positioning NSF for its next phase of growth — all while remaining firmly anchored to our mission to protect and advance human health.

This period marked the culmination of three years of focused effort under Mission 2025. Over that time, we made deliberate progress toward becoming a more global, more integrated organization. We sharpened our focus on human health, further expanding our leadership in food, water and wellness — and strengthened our ability to support clients as regulatory, scientific and market expectations continue to evolve.

We approached this transformation with discipline, recognizing that sustained growth and improving operating performance are essential to building a resilient organization for the long term. By the end of 2025, NSF had reached meaningful scale, delivering sustained high single-digit organic growth alongside continued margin progression. These results reflect increasing leverage as our global operating model matures. Today, more than half of our revenue and the majority of our team members are based outside North America, reflecting both the increasingly global footprint of NSF and the relevance of our work across regions and markets.

In **Food**, we worked closely with brands operating across multiple

markets to maintain consistent safety standards, respond to evolving regulatory requirements and strengthen supply chain transparency.

As global food systems grow more complex, our teams supported clients in navigating diverse regulatory environments while promoting greater consistency, resilience and trust.

In **Water**, our teams supported industry readiness for significant regulatory change, including evolving drinking water requirements in the EU. By expanding in-country testing capacity and technical expertise, we combined independent science with practical application — helping manufacturers, regulators and communities address emerging challenges

at the intersection of public health, regulation and infrastructure.

In **Wellness**, we expanded programs that support clearer, more credible product claims. This included the continued growth of our Vegan and Cruelty Free certifications, alongside ongoing investment in data-driven testing approaches that strengthen consumer trust and drive responsible innovation.

Through our **Assurance** services, we combined independent oversight with digital solutions to improve consistency and visibility across complex operations and diverse regulatory environments. These capabilities help organizations demonstrate accountability and manage risk as expectations around transparency and performance continue to rise.

A key milestone during the year was the acquisition of **Cambium Analytica**. In addition to enhancing our capabilities in areas such as supplements and botanicals, Cambium brings a distinctive

operating model and an innovative mindset that is helping us challenge established approaches and increase the agility of our laboratory network.

Alongside this expansion, we invested in the capabilities required to sustain performance as NSF continues to grow. We modernized our laboratory network, invested in technology to improve scalability and client experience, and localized our offerings to reflect regional regulatory and market needs.

Within food and water systems globally, this meant developing programs in close collaboration with local regulators and customers, tailored to regional expectations and risks. This “glocal” approach — combining global reach with local insight — remains central to how we operate.

Looking ahead, we are entering our next strategic chapter: **Blueprint 2030**. This framework builds on the progress of recent years and sets out how we intend to further strengthen NSF’s role as a leading

global organization in human health. You can read more about these plans later in this report.

In the sections that follow, you will see how our teams translated this strategy into practical outcomes — through partnerships, program development, laboratory and technology investments, and enhanced reporting on our environmental, social and governance commitments.

None of this progress would be possible without the dedication of our team members around the world, or the trust placed in us by clients, regulators and partners. As NSF’s reach and responsibility continue to grow, that trust matters more than ever. I am confident in the direction we are taking as we continue to build NSF’s next chapter.

Pedro Sancha
President and CEO

 [View LinkedIn Profile](#)



L-R: Sarah Krol, VP, Food and Nutrition; Alex Adams; Pedro Sancha, President and CEO; George Powell and Scott Morris, SVP, International Markets and Laboratories. Adams and Powell are the former Cambium Analytica Co-founders and CEOs.

ABOUT NSF

Setting Standards Around the World

Our mission

At NSF, our mission is to protect and advance human health.

Our vision

To be our clients' trusted partner for safety, quality, sustainability, brand protection and growth, leveraging science-based principles, strategic partnerships and data-driven insights.

Our values

At the heart of our thriving culture are four values that guide everything we do.



Do the right thing

NSF is honest and trustworthy in all that we do. We stand behind our mission to protect and advance human health and we always follow the science. This means we face each situation and decision with unwavering integrity, answering first to our ethics.



Treat people well

NSF is dedicated to being an inclusive workplace where everyone is treated with respect, dignity and professionalism. We value unique perspectives, ideas and expertise.



Relentlessly pursue excellence

NSF is committed to delivering the highest quality in all we do. We pursue continual improvement and empower our team to be bold and think big.



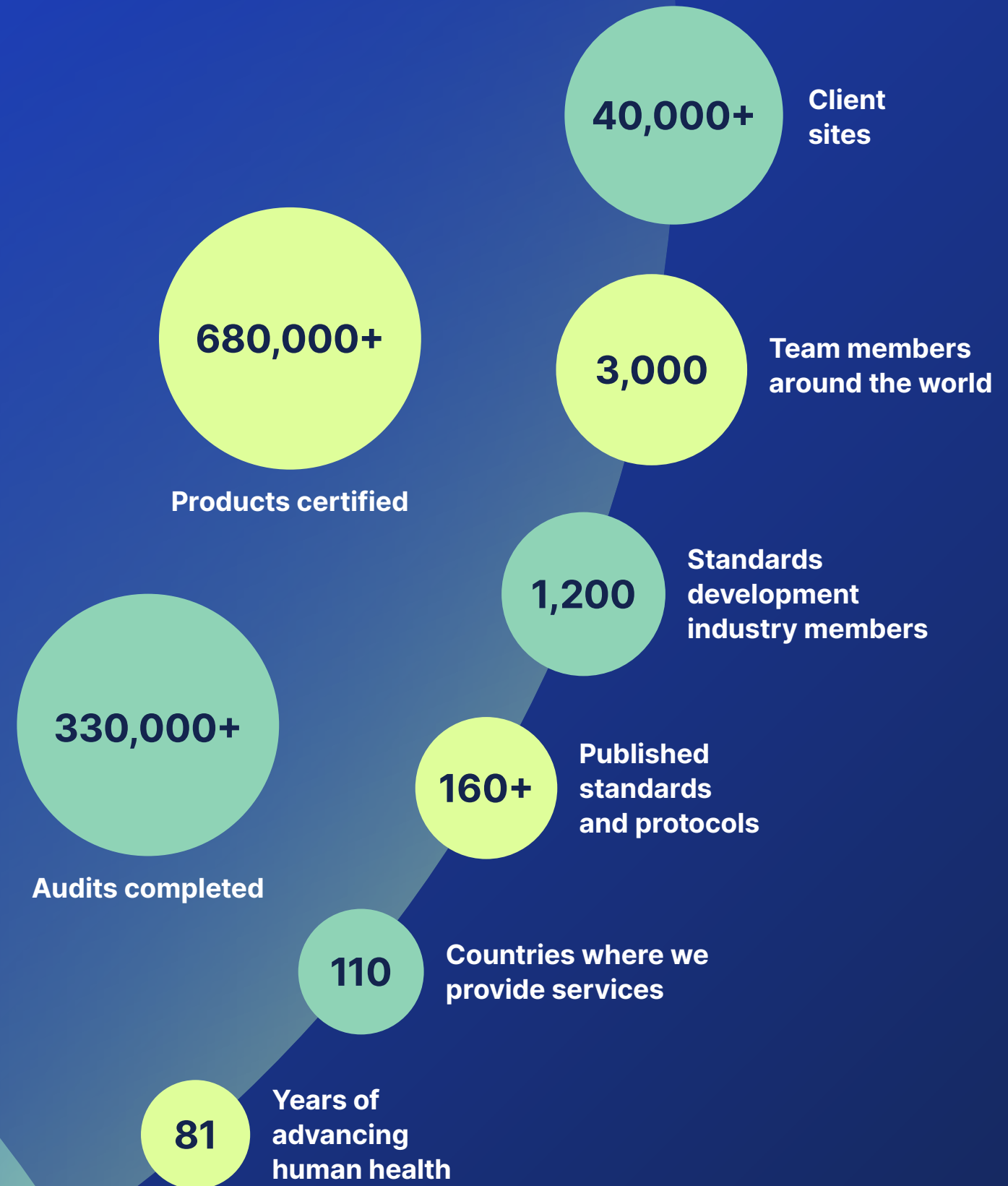
We are One NSF

We collaborate, solve problems and deliver results with a selfless commitment to each other. We believe that, together, we can do more for our clients. Every single person at NSF plays a vital role in fulfilling our mission.

ABOUT NSF

NSF in Numbers

Across 110 countries, NSF works at the intersection of science and industry, helping clients navigate change while protecting and advancing human health. In a year shaped by evolving standards and emerging risks, our teams delivered practical, evidence-based solutions that support safer food, water and wellness products worldwide.





ABOUT NSF

Our Locations

With offices and laboratories in more than 25 countries, NSF has a strong global presence. Here's where you'll find us.

North America

- Canada**
Guelph
- United States**
Ann Arbor, Michigan (NSF Headquarters)
Germantown, Maryland
Longmont, Colorado
Traverse City, Michigan
Ypsilanti, Michigan

Latin America

- Brazil**
Porto Alegre
São Paulo
- Chile**
Santiago
- Colombia**
Bogotá
- Costa Rica**
San José
- Ecuador**
Guayaquil
- Mexico**
Querétaro
- Peru**
San Miguel

Europe and Africa

- Belgium**
Diegem
- Bulgaria**
Sofia
- France**
Lille
- Germany**
Hamburg
Rheda-Wiedenbrück
- Italy**
Bologna
- Republic of Ireland**
Dundalk
- Romania**
Bucharest
- South Africa**
Stellenbosch
- Spain**
Aguadulce (Almería)
- United Kingdom**
Oakdale, Wales
Oxford

India and Middle East

- India**
New Delhi
- United Arab Emirates**
Dubai

Greater China

- China**
Qingdao
Shanghai
- Taiwan**
Taipei

Asia-Pacific

- New Zealand**
Birkenhead
- Republic of Korea**
Seoul
- Thailand**
Bangkok
- Vietnam**
Ho Chi Minh City

ABOUT NSF

Specialist Knowledge Across Three Key Pillars of Human Health

Our work across food, water and wellness is grounded in independent, science-based testing, health risk assessment, inspection, certification, standards development and advisory services. Together, these activities protect consumers and brands while supporting the safe introduction of products to market.

Food

From farm to fork



We are the go-to partner for the food industry — ensuring the highest level of product safety, quality, integrity and sustainability from primary production through retail and food service.

Water

From source to tap



We set the global standard for quality, performance and safety of water products and systems with an extensive range of testing, certification and consulting services.

Wellness

From concept to consumer



We support the development, testing and regulatory approval of health and wellness products, helping to bring safe, effective products to market.

Assurance

In addition, we provide a holistic suite of value-added services including management systems, information security and digital solutions that span our core industries.



Our Mission in Action

Trust in water, food and wellness products is built through demonstrable action. In the pages that follow, we share how we applied science, set global standards and partnered with clients to help regulators and the industry navigate change, meet regulatory expectations, protect their brands and open new markets while safeguarding consumer health.



INTRODUCTION

Putting our Mission into Action

“Our teams continue to apply science, standards and experience in ways that make a real difference.”

Over the past year, teams across all NSF divisions continued to refine how we operate, collaborate and deliver our mission. As I step into the position of Senior Vice President of Global Divisions, I am proud to take responsibility for our divisions at a moment of real momentum and opportunity.

One of the achievements I’m most proud of is how we strengthened the foundations of the organization. We started to streamline how our businesses operate in order to bring leadership closer to day-to-day decision-making. This allows us to move faster, respond more effectively to changing market and

regulatory demands and support our clients with greater agility. In practice, this means clearer accountability, quicker decisions and a more consistent experience for the organizations that rely on us.

We also made meaningful progress in how we work together as One NSF. Increased collaboration across business units and regions is helping us bring the full breadth and depth of our capabilities to clients — supporting them not just with individual services, but with integrated solutions to complex challenges.

The strength of NSF’s people and the practical, solutions-led expertise they bring to their work is inspiring.

Across Food, Water, Wellness and Assurance, our teams continue to apply science, standards and experience in ways that make a real difference.

As you read this section, you’ll see how that expertise translated into action over the past year. It reflects our focus on execution, continuous improvement and alignment with our mission to protect and advance human health.

Steve Haan
SVP Global Divisions

 [View LinkedIn Profile](#)



FOOD

Improving Food Safety and Standards Around the World

In 2025, NSF's Food segment expanded into new markets and introduced new standards that support safer, more transparent food systems.

NSF receives industry recognition

NSF was named Certification Body of the Year 2025 – Americas by BRCGS, a leading global standards organization for food safety and quality. This distinction acknowledges the quality and consistency of our third-party audits, technical expertise and certification services across the food supply chain.



Emily Varnon collected the BRCGS award on behalf of NSF.





Safe food packaging in focus

Launched in 2025, our Safe Food Packaging certification helps reduce human exposure to synthetic chemicals used in food contact materials. The program evaluates packaging against strict chemical safety criteria, including substances of concern such as per- and polyfluoroalkyl substances (PFAS), phthalates and bisphenols. Products are assessed through ingredient review, risk evaluation and ongoing compliance monitoring.

By providing independent, third-party verification, the certification helps manufacturers demonstrate responsible material choices while giving retailers and consumers greater confidence in food packaging.

A stronger presence in South Korea

Our presence in South Korea expanded in 2025 with the launch of a new Testing and Certification Center at the Pohang Industry Promotion Agency (POMIA). Our first dedicated center in Korea, the facility supports food equipment, packaging and infrastructure testing.

Established through a Memorandum of Understanding with government-backed institutes, the center builds on NSF's Water segment relationships and expands collaboration into food equipment testing and certification. NSF was selected as the exclusive service provider and is training institute staff in NSF methodologies.

Designed as part of a broader FoodTech ecosystem, the center will support organizations from R&D through certification and global market entry, while strengthening capacity in areas of growing regulatory focus, including PFAS and food equipment safety.

Checked by NSF™ launches in Latin America

Our global food safety footprint expanded with the launch of the Checked by NSF™ program in Latin America, providing independent verification of food safety and hygiene practices for food establishments.

Based on the 2022 FDA Food Code and aligned with local regulations, the program offers visible assurance that facilities have been audited by NSF experts and meet defined food safety criteria. Verification includes policy review, on-site inspections and ongoing monitoring to support continued compliance.



MOAH-free certification for food industry materials

NSF launched a MOAH-Free certification to help reduce human exposure to mineral oil aromatic hydrocarbons (MOAH) in food industry materials. MOAH compounds are of concern due to their potential health risks and their ability to migrate from packaging, processing aids and other food-contact materials into food.

The certification provides independent, third-party verification that materials meet strict criteria for the absence of MOAH, supported by testing, technical review and ongoing compliance monitoring. Translating emerging scientific and regulatory concerns into a clear, standard helps manufacturers demonstrate responsible material choices while enhancing confidence across the food supply chain.

Major retail wins increase North American presence

We supported two major quick-service restaurant (QSR) brands KFC and Denny's safety and quality efforts across their US sites.

These new clients demonstrate our ability to scale audit delivery quickly while maintaining consistency and quality. To support the size and complexity of these brands, we recruited and onboarded more than 50 additional auditors within months.

As part of our service, we focus on managing change at a local level. While brand decisions are often made centrally, franchisees and store operators make day-to-day decisions. Our auditors provide them with practical insights, coaching and on-site support to improve food safety practices and build trust.



Image courtesy of Yum! Brands.

Compostable packaging verification launch

Our Compostability Environmental Claim verification, offering third-party validation of compostable packaging claims, was introduced.

The program supports manufacturers and foodservice operators who want to make credible sustainability claims, making it easier to identify products that break down in industrial composting systems.

World Centric became the first client to achieve Compostability Environmental Claim verification. Their products are independently verified as compostable and free from intentionally added PFAS, helping set a benchmark for environmental transparency in the industry.

CASE STUDY

ROCOL receive first PFAS-free certificate

In June, we partnered with ROCOL to award the first-ever PFAS-Free certification (NSF 537) to products in its FOODLUBE® range, marking a significant milestone in verified food safety and environmental responsibility.

ROCOL is the first manufacturer in the world to achieve this new certification, demonstrating that its food-grade lubricants contain no intentionally added PFAS, often referred to as “forever chemicals.” This achievement followed comprehensive testing and formulation review under the NSF 537 standard, which requires strict limits on total organic fluorine, prohibition of PFAS additives, and annual retesting to ensure continued compliance.

NSF 537 was launched in March 2025 in response to mounting regulatory scrutiny and industry concern about PFAS in food contact environments.

By earning this certification for four key FOODLUBE® products, ROCOL not only reinforced the safety and performance of its offerings but also set a new benchmark for PFAS-free materials in the food sector.



WATER

Building Confidence Across Global Markets

NSF strengthened its role as a global certification partner in water, drawing on decades of expertise to support safer water systems worldwide.

In China, we expanded locally developed water standards and invested in a new, in-country laboratory capability to facilitate faster testing and closer engagement with product manufacturers. Across Europe, teams worked closely with the water industry to support readiness for the EU Drinking Water Directive, helping translate regulatory change into practical pathways to compliance.

We also added PFAS testing services and strengthened industry engagement through regional collaboration and technical events. With more than six decades of experience in water standards, we are now entering our next phase, focused on scale, consistency and efficiency.



Expanding independent PFAS testing

PPI PIPE Co. Ltd of South Korea became the first global manufacturer to earn NSF’s “+ PFAS Tested” designation for its PVC pipe and fittings products.

Available under the NSF/ANSI/CAN 61 drinking water standard, the designation confirms that these products meet PFAS verification requirements beyond baseline compliance.

This milestone forms part of our broader work to address emerging hazards in drinking water infrastructure through independent testing and verification that support manufacturers, utilities and regulators in protecting public health.

“By producing safer products, we can help related industries adopt safer alternatives.”

AGNES HYEJUNG LEE, PRESIDENT,
OVERSEAS BUSINESS DIVISION, PPI PIPE

Becoming a certification body under UBA guidelines

In February 2025, our European headquarters in Diegem was named a certified body under the guidelines of the Umweltbundesamt (UBA), Germany’s Federal Environment Agency and a key authority responsible for drinking water hygiene and safety.

This designation confirms that our systems, processes and technical competence meet the requirements needed to support water product certification in line with evolving European regulations. It also enables us to continue assisting manufacturers worldwide as they prepare for the EU Drinking Water Directive, which introduces harmonized requirements across Europe from 2027.

By securing UBA recognition early, we are helping provide clarity, continuity and confidence for organizations supplying water products to the European market.

Helping the water industry adopt EU Directive

The EU Drinking Water Directive will come into force on January 1, 2027, introducing a unified framework for water contact materials across Europe. While the directive represents a significant step forward for public health, it has also raised concerns among manufacturers about how the changes will affect access to European markets.

As Vice Chair of the Future Notified Bodies Group, we are working

alongside other European certifying bodies to translate the directive into practical guidance and clear, actionable steps. This work is helping manufacturers understand what will be required and how to prepare for certification under the new regime.

We also supported manufacturers worldwide through webinars, technical meetings and direct engagement, helping to build confidence and ensure continuity of trade with Europe.



Reflecting consumer expectations in China

In September, we launched the NSF P558 Drinking Water Treatment Equipment and Components – Sensory Certification Agreement in China. Following the introduction of NSF P535 Drinking Water Treatment Units – Filtration in 2024, NSF P558 responds to growing consumer expectations around drinking water quality, where taste and sensory performance play an increasingly important role in purchasing decisions.

The certification agreement provides a structured approach to evaluating the sensory characteristics of treated drinking water, combining professional blind sensory assessment with chemical analysis of key taste-related indicators. It applies to complete drinking water treatment devices, as well as components and materials used in water systems.

By addressing a gap in unified taste evaluation, NSF P558 helps manufacturers to demonstrate quality beyond safety compliance and aids the continued development of China’s water purification market.

Connecting perspectives across APAC

Throughout the year, we brought together regulators, industry and technical experts through a series of water-focused forums in key global markets.

In India, we hosted the NSF Water Forum, providing a platform to discuss emerging regulatory developments, water quality challenges and practical pathways to safer drinking water. We also convened a successful industry event in Shanghai, attended by more than 200 water sector leaders.

Beyond these flagship forums, NSF experts led technical seminars in Japan, South Korea and Taiwan, supporting manufacturers navigating international drinking water regulations and evolving requirements related to PFAS and materials compliance.

These engagements reflect our role in enabling informed dialogue across manufacturers, regulators, associations and authorities worldwide.



Supporting the Middle East’s dynamic growth economy

In 2025, NSF opened a new regional headquarters in Dubai, reinforcing our long-term commitment to the Middle East as a global growth hub. The facility enhances local support for water, food and wellness clients by bringing technical expertise, certification services and regulatory guidance closer to key markets.

The Dubai headquarters responds to growing regional demand for trusted certification and standards as manufacturers scale to meet regional and international requirements. By expanding our on-the-ground presence, NSF is better positioned to enable faster engagement, deeper collaboration and consistent application of global standards across the Gulf economies.





NSF research highlights hidden risks

A nationally representative survey of 2,000 UK adults commissioned by NSF highlighted a significant gap in how drinking water regulations are understood in UK homes.

Nearly half of respondents had installed water fittings within the last five years, yet 80% said they had never checked whether those products comply with UK regulations.

The findings reveal a “compliance paradox.” Manufacturers and retailers can legally produce and sell water fittings that may not meet regulatory

requirements, while legal responsibility ultimately sits with installers and property owners who may not fully understand the rules.

This gap in awareness has potential public health implications. Non-compliant water fittings can allow harmful substances to enter drinking water systems or create conditions where bacteria can grow.

Through certification programs such as REG4, NSF helps manufacturers and suppliers demonstrate compliance with UK Regulation 4 requirements, supporting safer drinking water systems and greater confidence across the supply chain.

CASE STUDY

PPI PIPE achieves first global “+ PFAS Tested” designation

PPI PIPE has become the first company globally to receive the NSF “+ PFAS Tested” designation for its iPVC Pipe & Fittings.

Founded in 1976, PPI PIPE is a leading manufacturer in Korea, supplying pipes and fittings for drinking water and plumbing systems. As global awareness of PFAS continues to grow, the company sought to demonstrate that its products meet rigorous testing requirements for seven PFAS compounds relevant to drinking water safety.

NSF’s Water team supported this effort through detailed regulatory guidance and advanced in-house analytical testing. Drawing on deep

expertise in emerging contaminants and evolving standards, the team conducted complex evaluations to verify compliance with strict health-based criteria.

The “+ PFAS Tested” designation provides additional assurance that PPI PIPE’s products have undergone targeted PFAS analysis beyond standard certification requirements.

This milestone reflects a shared commitment to protecting public health and strengthening confidence in drinking water infrastructure. It also sets a precedent for manufacturers worldwide seeking to address PFAS risks proactively and transparently.

WELLNESS

Safer Products, Healthier Lives

From the health supplements people take to the medicines and medical devices they rely on, NSF supports safer, high-quality products supported by independent evaluation and standards.

Building trust in nutrition and wellness products

Our Nutrition and Wellness division introduced new standards and expanded global collaboration and consumer research in 2025.

Cambium Analytica acquisition

Our scientific and product development capabilities expanded with the acquisition of Cambium Analytica, a specialist analytical testing and development company serving the natural food, beverage and dietary supplement industries.

The acquisition enhances our ability to meet growing client demand driven by evolving consumer priorities around health, wellness and innovation. By integrating Cambium Analytica's in-process quality assurance and batch release testing, contract research and product development services with NSF's established audit-focused



certification programs, we can now offer more complete, end-to-end support from product concept through market compliance.

Vegan and cruelty-free standards launch

We introduced NSF Protocol 543: Vegan and Cruelty-Free Products (NSF P543) to help organizations respond to growing demand for ethical, transparent and verifiable product claims. Across food, personal care, supplements and household products, terms such as “vegan” and “cruelty-free” are widely used but not always clearly defined or consistently verified.

Developed through customer insight and market analysis, NSF P543 provides a science-based, internationally relevant framework for substantiating ethical claims across food and beverage, pet food, dietary supplements, personal care, cosmetics and household products.



The protocol sets clear requirements. Vegan certification confirms that ingredients, processing aids and food-contact packaging materials are not animal-derived, while cruelty-free certification verifies that ingredients and certified products are not tested on animals. Products may be certified as NSF Vegan, NSF Cruelty-Free, or both. Certification also requires supply-chain verification, documented compliance plans and ongoing technical review to support long-term credibility.



CASE STUDY

Michele’s Granola receives NSF vegan certification

In November, we awarded our first vegan certification under NSF P543: Vegan and Cruelty-Free Products to Michele’s Granola, allowing the company to use the NSF Vegan mark on certified products.

“As a brand that has always been committed to sustainability and vegan ingredients, we’re proud to become the first manufacturer certified to NSF Vegan,” said Brittany Spraker, Food Safety Manager, Michele’s Granola.

“This milestone not only reinforces our commitment to ethical production but also demonstrates that rigorous vegan protocols such as NSF P543 are achievable.”

“We’re proud to become the first manufacturer certified to NSF Vegan.”

BRITTANY SPRAKER, FOOD SAFETY MANAGER, MICHELE’S GRANOLA



Image courtesy of Michele’s Granola.



Certified for Sport®: Trust in the spotlight

Certified for Sport® gives athletes and consumers confidence by independently verifying that products are free from banned substances and meet rigorous quality standards.

In 2025, the program was adopted by several leading nutrition and wellness brands. Nutrafol became the first hair-growth supplement brand certified to NSF Certified for Sport® and entered a multi-year partnership with Major League Baseball. AG1 placed the certification at the center of an advertising campaign, raising awareness of third-party verification. New brand IM8, co-founded by David Beckham, and Impossible Foods — the first plant-based meat brand to achieve

certification — further demonstrated how independent verification supports credibility and evolving athlete needs. Together, these examples highlight NSF’s role in protecting athlete health and raising industry standards.

Morning nutrition product certification introduced in China

In November, we launched a new certification for morning nutrition products in China, helping consumers make more informed choices when selecting breakfast-focused supplements. The program covers seven supplement categories, including protein, probiotics, vitamins and minerals, omega fatty acids and phytochemicals.

Certification requires compliance with Good Manufacturing Practices (GMP), ingredient safety, accurate nutritional content, label precision and functional validation where applicable. Amway became the first company to achieve certification, with 16 products verified.



NSF and IDMA strengthen cGMP framework for India’s nutraceutical industry

NSF and the Indian Drug Manufacturers’ Association (IDMA) signed a Memorandum of Understanding to develop a tailored current Good Manufacturing Practices (cGMP) framework for India’s nutraceutical sector. The collaboration aims to elevate manufacturing standards by aligning global best practices with India’s regulatory and operational landscape.

Under the agreement, NSF and IDMA will co-develop cGMP requirements, provide independent audits and certification services and deliver training and technical support to improve industry capacity and compliance.

From research to regulatory confidence

In 2025, our Life Sciences team supported organizations bringing new treatments and devices to market, helping them navigate regulatory pathways through clinical research, regulatory expertise and sector collaboration.

Using AI to streamline regulatory pathways

An artificial intelligence (AI) solution developed by NSF in collaboration with Microsoft can cut regulatory document preparation time by up to 50%.

The solution enhances NSF’s Regulatory Information Management System (RIMS) using Azure OpenAI to support pharmaceutical and medical device submissions. It automates tasks such as structuring regulatory documents, summarizing large clinical datasets and tracking submission progress in real time.

By reducing repetitive manual work, the system enables teams to focus on expert review, quality and decision-making, while improving consistency and reducing the risk of human error. Processes that once took days can now be completed in hours, helping accelerate regulatory pathways for new products.

MDRS laboratory service introduced

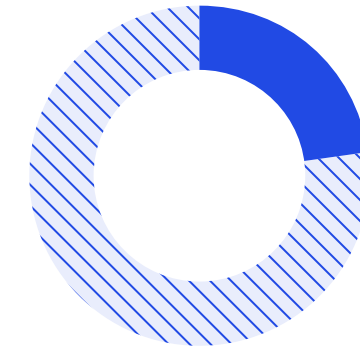
We launched Morphologically Directed Raman Spectroscopy (MDRS) laboratory services in Shanghai in 2025 to support pharmaceutical manufacturers developing complex drug products, including nasal sprays and inhaled therapies. The technology enables detailed chemical and morphological analysis of drug particles, providing faster and more robust evidence of product consistency and performance.

MDRS supports in-vitro bioequivalence (IVBE) studies, helping manufacturers reduce reliance on lengthy and costly clinical trials when seeking regulatory approval. By combining automated Raman spectroscopy with particle morphology analysis, the approach delivers precise insights into formulation quality and batch-to-batch consistency.

The expanded MDRS services strengthen NSF’s global laboratory capabilities and respond to growing demand for efficient, science-based pathways to market. They are particularly valuable for companies preparing submissions for highly regulated markets, including the United States, where robust analytical evidence is critical.

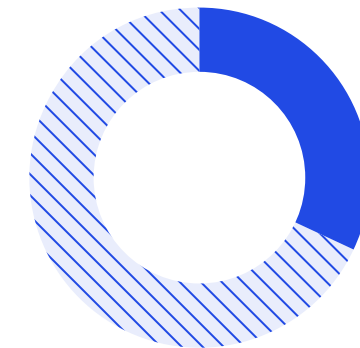
Quality and compliance pressures in European pharmaceuticals

Independent research by NSF and Opinium indicates regulatory vulnerability across the European pharmaceutical sector. A survey of senior regulatory and quality leaders across Europe and the UK suggests that some companies are relying on foundational, compliance-level quality systems at a time when EU Good Manufacturing Practice (GMP) expectations are tightening. The research highlights two key pressure points: strengthening oversight of raw material sourcing and component authentication, and resolving persistent challenges integrating data across systems — even as investment in technology increases.



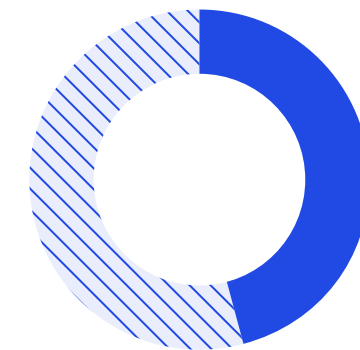
23%

Companies operating with only basic, compliance-level quality systems.



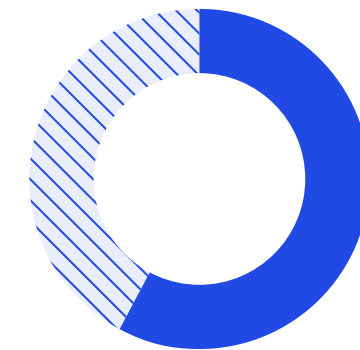
32%

Leaders ranking raw material sourcing/component authentication as the top compliance challenge.



46%

Companies increasing technology spend over three years.



58%

Companies reporting difficulty integrating data across systems.

Advancing clinical research across critical therapeutic areas

In 2025, Amarex supported the advancement of multiple clinical trials, strengthening its role in enabling innovative therapies to move through key regulatory and development milestones.

- **Osteoarthritis:** Received Food and Drug Administration (FDA) clearance and commenced enrollment in a Britecyte-sponsored trial of an adipose tissue allograft for mild to severe knee osteoarthritis.
- **Progeria:** Completed enrollment for a trial of progerinin to treat Hutchinson-Gilford Progeria Syndrome, with independent interim safety reviews supporting continuation of the study.
- **Oncology:** Supported regulatory efforts leading to FDA Fast Track designation for stenoparib, a therapy for advanced ovarian cancer.
- **Atrial fibrillation:** Partnered with XYRA, LLC to launch a budiodarone trial, submitting plans to the European Medicine Agency (EMA) in late 2025, with initial European enrollment expected in mid-2026.

NSF Pharma and Biotech Conference 2025

Through the NSF Pharma and Biotech Conference 2025, NSF created space for industry leaders, regulators and scientific experts to examine shared challenges and emerging priorities across pharma and biotech.

Discussions focused on regulatory change, clinical and manufacturing complexity, and the responsible use of new technologies. Alongside NSF specialists, speakers from global pharmaceutical companies shared practical insight grounded in real-world experience.

By enabling open, evidence-based dialogue and sharing original research, the conference fostered clearer understanding and stronger collaboration across the life sciences ecosystem.

Industry recognition for Dr. Peter Gough

Dr. Peter Gough, Vice President of Pharmaceutical Services at NSF and a widely respected pharmaceutical quality expert, was recognized at the Making Pharmaceutical Awards 2025 for his significant contribution to the industry. With more than 50 years' experience in pharmaceutical quality, regulation and laboratory practice, his leadership and insight continue to shape regulatory thinking and support the development of quality systems across the sector.



Members of the NSF team who hosted the third annual Pharma and Biotech Conference in London in October 2025.

ASSURANCE

Supporting Systems, Processes and Performance

During 2025, our Assurance division worked with organizations around the world to implement management systems, information security and sector-specific standards across multiple industries.

From the evolution of automotive quality requirements to the emergence of new cybersecurity and sustainability frameworks, the NSF Assurance division plays a critical role in translating standards into practical, auditable systems. This year's activity reflected both maturity and momentum — strengthening established programs while building new capabilities to

support long-term performance and confidence.

Alongside technical delivery, Assurance maintained a strong focus on client experience. Our Net Promoter Score (NPS) of 77 remained among the highest in the industry, reflecting clarity, responsiveness and audit quality across global operations.





CMMC re-authorization

As cybersecurity requirements became embedded into US Department of Defense procurement, NSF was re-authorized as a Cybersecurity Maturity Model Certification (CMMC) Third-Party Assessment Organization (C3PAO), enabling us to continue conducting assessments on behalf of CyberAB, the official accreditation body for the CMMC program.

CMMC represents a significant shift in how cybersecurity is governed across the US defense industrial base. Over the coming years, an estimated 70,000 organizations will be required to achieve certification to continue supporting government contracts, with cybersecurity becoming a formal condition of procurement.

The re-authorization process for assessment bodies is rigorous. Each year, C3PAOs must demonstrate full compliance with hundreds of controls covering governance, independence, data protection and operational security. NSF successfully completed this process and is one of only

around 100 organizations authorized to deliver CMMC assessments.

NSF's dual capability — supporting both management system certifications and CMMC assessments — places us in a unique position to help organizations align quality, operational and cybersecurity requirements within a single certification body.

“Earning C3PAO re-authorization is a significant milestone for NSF, as it is a testimony to our dedication to helping protect the nation’s security.”

TONY GILES, DIRECTOR OF INFORMATION SECURITY, NSF

TraQtion expansion

In 2025, we expanded our relationship with the Leafy Greens Handler Marketing Agreement (LGMA), extending support from the California LGMA to its sister organization in Arizona. Together, LGMA members account for approximately 90% of leafy greens grown in the United States — more than 50 billion servings each year.

The LGMA program enforces science-based food safety practices through a robust audit framework. In Arizona, standards cover areas including agricultural water risk, environmental assessments, sanitation, equipment cleaning, personnel training and harvest practices.

Members undergo both scheduled and unannounced audits each growing season, conducted by Arizona Department of Agriculture auditors licensed by the United States Department of Agriculture. Both programs use our TraQtion platform to support audit scheduling, execution and real-time compliance tracking, strengthening oversight and consistency at scale.

IATF Rule 6 updates

Automotive manufacturers were able to maintain IATF 16949 certification without disruption during the transition to the updated sixth edition of IATF Rule 6 in 2025, thanks to our coordinated audit planning and guidance.

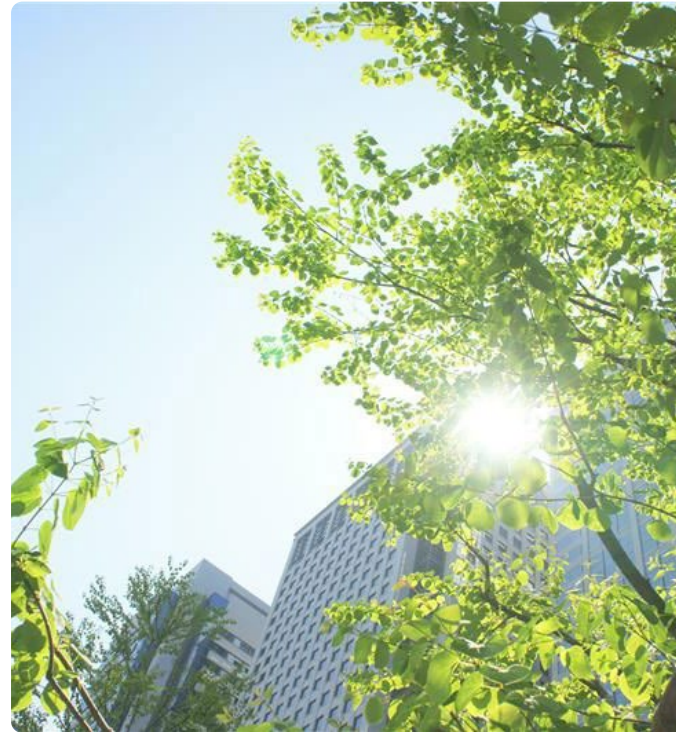
Our teams worked proactively to manage scheduling, auditor qualification and documentation expectations throughout the transition period.

This approach helped organizations adapt smoothly to the revised framework, reinforcing the role of NSF Assurance in supporting stability and confidence during periods of industry-wide change.

Urban and community forest standards

NSF became one of a small number of certification bodies globally approved to audit against the Sustainable Forestry Initiative's (SFI) new Urban and Community Forest Sustainability Standard.

During the year, NSF worked with SFI and early adopters, including Clemson University in South Carolina,



to establish credible certification pathways and practical audit approaches for the program.

The new standard extends sustainability frameworks beyond traditional industrial and commercial forestry to support responsible management of green spaces in urban environments. It enables municipalities, universities and other public entities to demonstrate sustainability performance through independent certification.

The initiative reflects growing recognition of the role urban forests play in climate resilience, community wellbeing and environmental equity.

CASE STUDY

Clemson University urban forest certification

Clemson University became the first organization to be certified under the Sustainable Forestry Initiative's (SFI) Urban and Community Forest Sustainability Standard. The recognition reflects the university's long-term approach to managing trees and green spaces across its campus in ways that support environmental health, community wellbeing and educational opportunities.

To achieve certification, the university completed an independent audit carried out by NSF. The review evaluated the university's urban forest management practices against a comprehensive framework that

includes more than 16 objectives and over 100 performance indicators. These criteria address areas such as biodiversity protection, community engagement and responsible long-term stewardship of urban forests.

Through this work, Clemson continues to strengthen the resilience and health of its 19,200-acre forest while creating opportunities for research, collaboration and student learning. The certification also highlights the wider role that well-managed urban forests can play in supporting sustainable communities and improving environmental outcomes.

Impact Report

Delivering meaningful outcomes means looking beyond our services to how we operate as an organization. In the pages that follow, we share how we are managing our environmental, social and governance goals, tracking progress and identifying where further action is needed.



Our ESG Framework

This section outlines how NSF governs, measures and advances its environmental, social and governance priorities.



Environment

- Climate and GHG Emissions
- Energy Consumption
- Waste Management
- Water Stewardship



Social

- Global / Local Engagement
- Employee Health and Safety
- Employee Wellbeing
- Education, Training and Development
- Business Resource Groups



Governance

- ESG and Sustainability Oversight
- Supply Chain Management and Corporate Transparency
- Data Security
- Corporate Ethics
- Legal and Regulatory Adherence



INTRODUCTION

An Evolving Approach to ESG

In 2025, we continued to formalize and develop NSF’s approach to environmental, social and governance (ESG) priorities, building on the foundations established in recent years. Although formal reporting expectations vary across the markets where we operate, we believe transparency is consistent with our mission and responsibilities.

A central focus has been defining a clearer structure around our ESG program. Through the work of our ESG Council and increased engagement with NSF’s regional leaders, we expanded data

collection across energy use, travel, water and waste. This enables us to better understand our operational footprint and make informed decisions about where we can reduce emissions and resource use responsibly.

Climate remains a key area of attention. During 2025, we advanced our emissions planning and evaluated a pathway to reduce Scope 1 and 2 emissions by 50% by 2030 from a 2023 baseline. At the same time, we are pursuing our ambition to double revenue by 2030, expanding our reach and the impact of our mission. Growth at this scale requires

disciplined management of our environmental footprint, particularly as a global organization with laboratories and auditors working on-site with clients.

Beyond environmental performance, this year also saw broader internal participation in ESG. Teams across regions contributed insights shaped by local priorities, from resource efficiency initiatives to workplace practices that support safety and wellbeing. Applying global standards with local perspective ensures our strategy remains consistent while reflecting the realities of how we operate in different markets.

Governance continues to provide a stable foundation for our ESG efforts. Board oversight, established compliance programs and structured risk management processes support responsible decision-making across the organization.

Our influence extends beyond our own operations. Through the standards we help shape and the industries we serve, our work influences practices across global markets. While we continue to manage and reduce our direct footprint, we recognize that our broader contribution supports progress consistent with the United Nations Sustainable Development Goals.

By publishing this report, we hold ourselves accountable for continued progress. We are encouraged by the momentum built over the past year and remain focused on steady, measurable improvement.

Sean Etheridge
Vice President and
Chief Legal Officer



[View LinkedIn Profile](#)

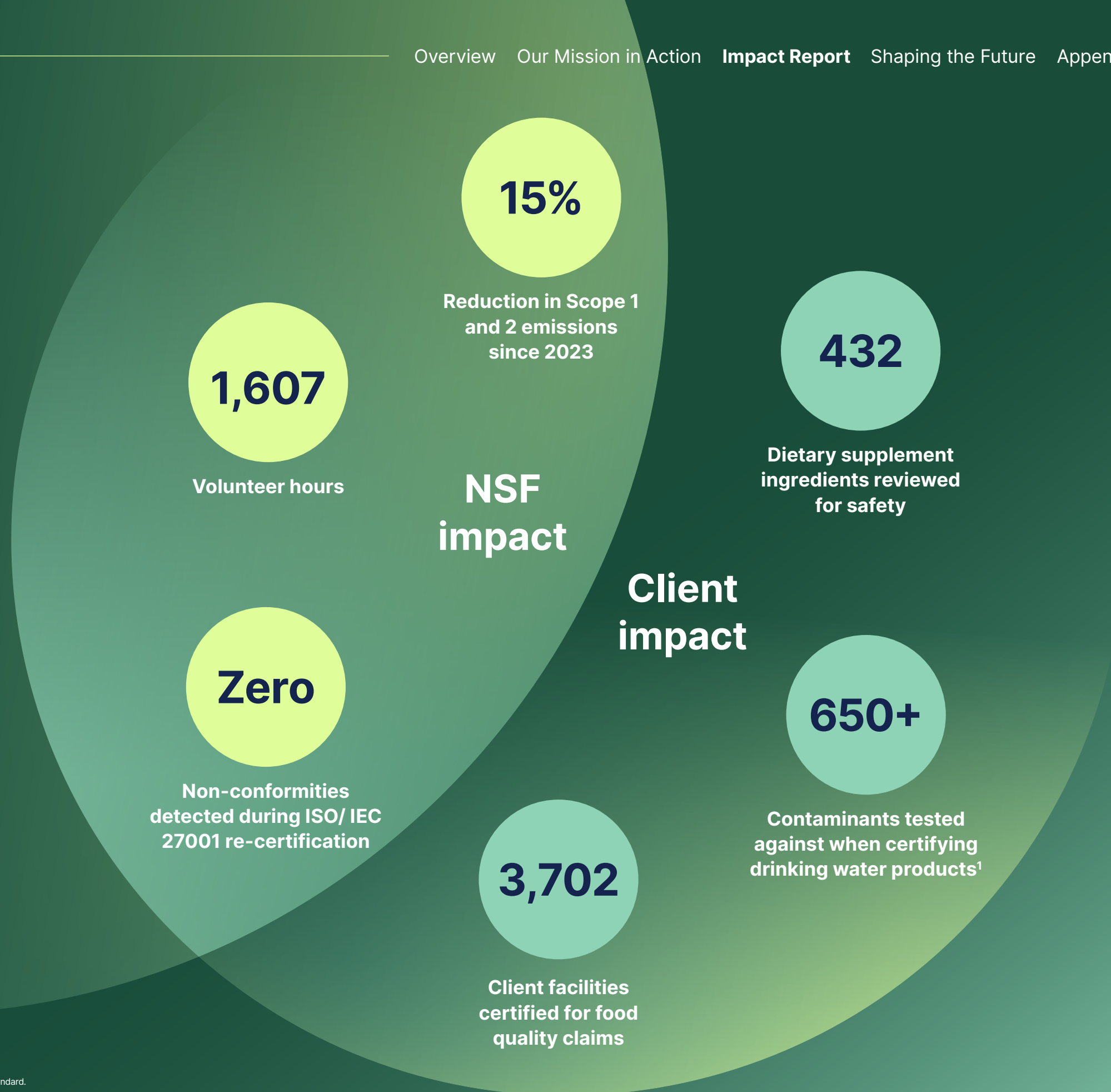
OUR IMPACT IN NUMBERS

ESG at a Glance

Our ESG framework guides both how we operate and how we support clients worldwide. These results highlight measurable progress across environmental, social and governance priorities.



NSF was independently assessed by EcoVadis, which evaluates environmental, social and governance practices across global operations. Our “Committed” badge reflects our continued work to strengthen these systems.



¹Contaminants listed under NSF/ANSI/CAN 60 standard, which are tested against when certifying a product under NSF/ANSI/CAN 61 standard.

ENVIRONMENT

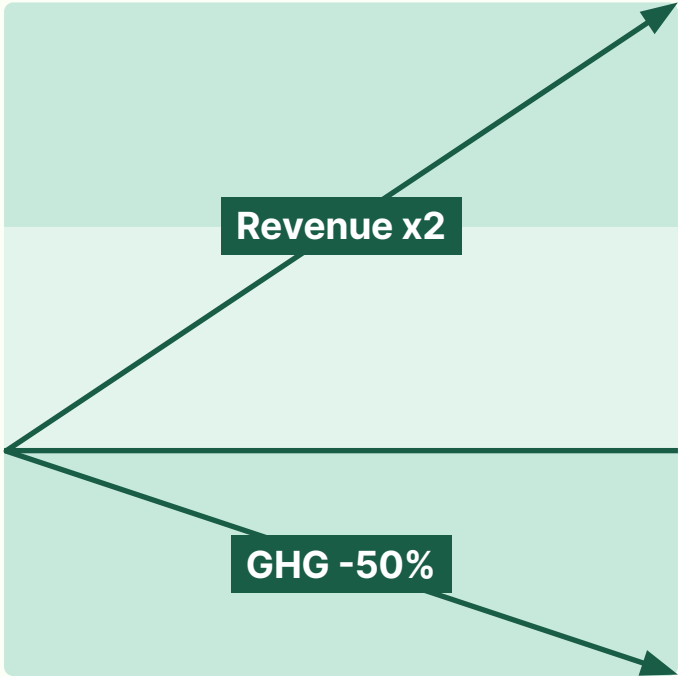
Reducing our Footprint

At NSF, we are committed to doing the right thing. This includes upholding the highest standards of environmental responsibility and ensuring our operations respect and protect the world around us.

NSF is dedicated to ongoing progress in reducing energy use, waste, water consumption and greenhouse gas (GHG) emissions, ensuring we continually improve our environmental performance over time — even as we grow.

Our priorities

- Reduce GHG emissions through measurement and efficiency.
- Use water responsibly and protect water quality.
- Minimize waste and increase recovery.



NSF's BOLD Commitment: To DOUBLE our impact while cutting controllable emissions in HALF by 2030*

*Refers to NSF plans to more than double 2023 revenue by 2030 while cutting in half Scope 1 and 2 GHG emissions during the same time period.



Climate and GHG emissions

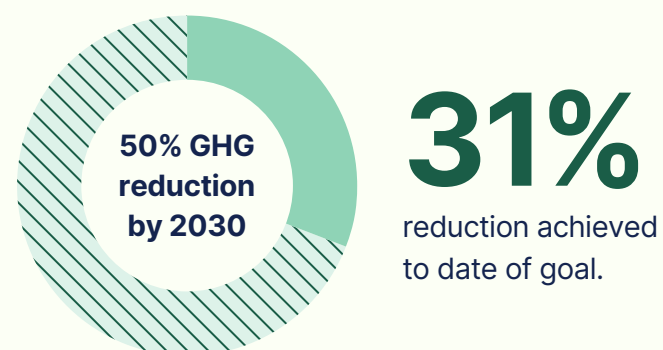
In 2025, NSF completed a consolidated GHG inventory covering Scope 1, Scope 2 and applicable Scope 3 emissions, prepared in accordance with the GHG Protocol using the operational control approach. The inventory includes carbon dioxide, methane, nitrous oxide and refrigerant gases and applies Global Warming Potential values from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report, consistent with prior reporting periods.

Total GHG emissions decreased compared with the previous year. This change reflects a combination of operational adjustments, improvements in electricity sourcing and refinements to data collection and estimation methodologies. Scope 1 and market-based Scope 2 emissions continued a downward trend, while Scope 3 emissions remained the majority of the organization’s footprint, with business travel and purchased goods and services identified as the most material categories.

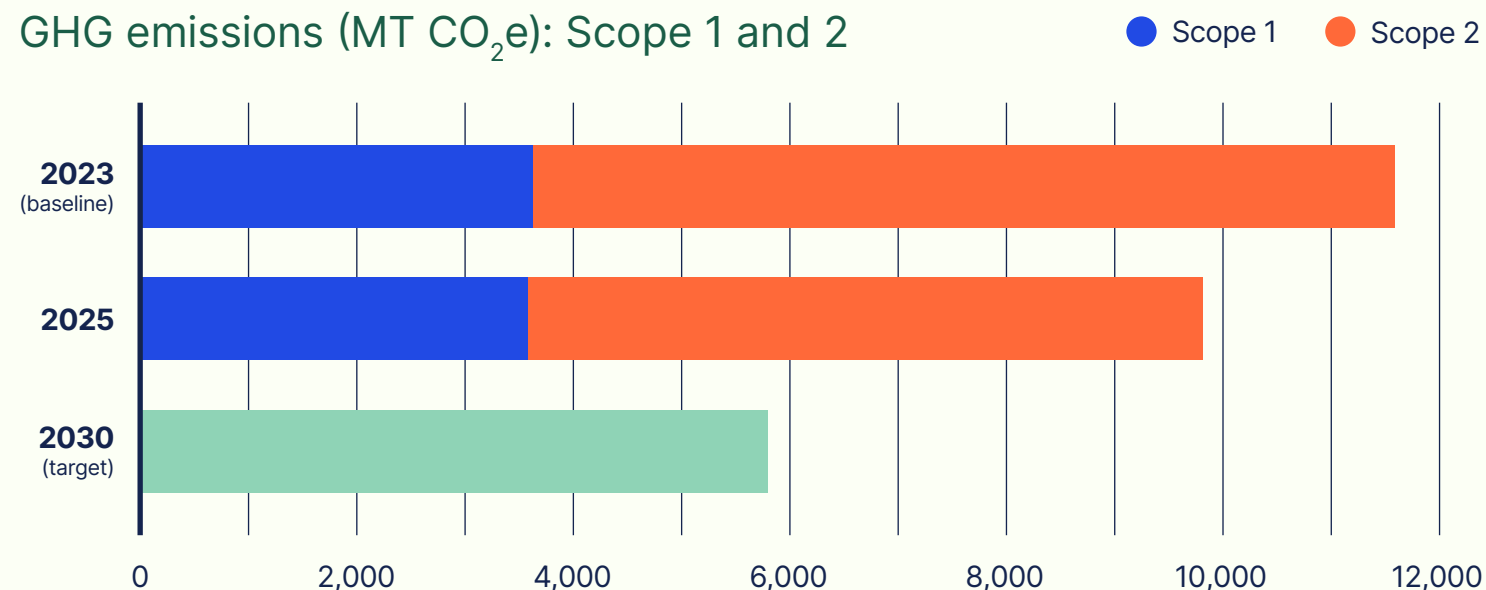
In 2025, NSF established its first formal emissions reduction target, committing to reduce combined Scope 1 and Scope 2 market-based emissions by 50% by 2030 relative to a 2023 baseline, while pursuing revenue growth. A decarbonization road map has been developed to support delivery of this target and is overseen through NSF’s ESG governance framework and senior leadership.

NSF will continue to enhance the accuracy and granularity of Scope 3 emissions data and assess further opportunities to reduce emissions across its value chain.

Progress towards NSF 2030 Scope 1 and 2 GHG target



GHG emissions (MT CO₂e): Scope 1 and 2



GHG Emissions (MT CO₂e): Full table

	2023 (baseline)	2024*	2025
Scope 1	3,622	2,806	3,575
Scope 2	Location-based	7,456	6,443
	Market-based	7,963	8,571
Scope 3	Purchased Goods and Services	5,539	6,318
	Capital Goods	511	1,176
	Other Fuel and Energy Related Activities	1,994	1,693
	Waste Generation	321	183
	Business Travel	11,679	12,713
	Employee Commuting	1,884	1,939
Absolute GHG Emissions	Location-based	33,007	33,270
	Market-based	33,513	35,398

*2024 emissions were re-calculated to update emission factors and improve data accuracy.

Energy consumption

In 2025, NSF continued to increase the use of renewable electricity through the purchase of renewable energy credits (RECs), supporting a higher share of renewable electricity within the organization’s operational footprint. These purchases form part of a broader strategy to transition energy consumption toward renewable sources by expanding renewable electricity procurement across additional locations.

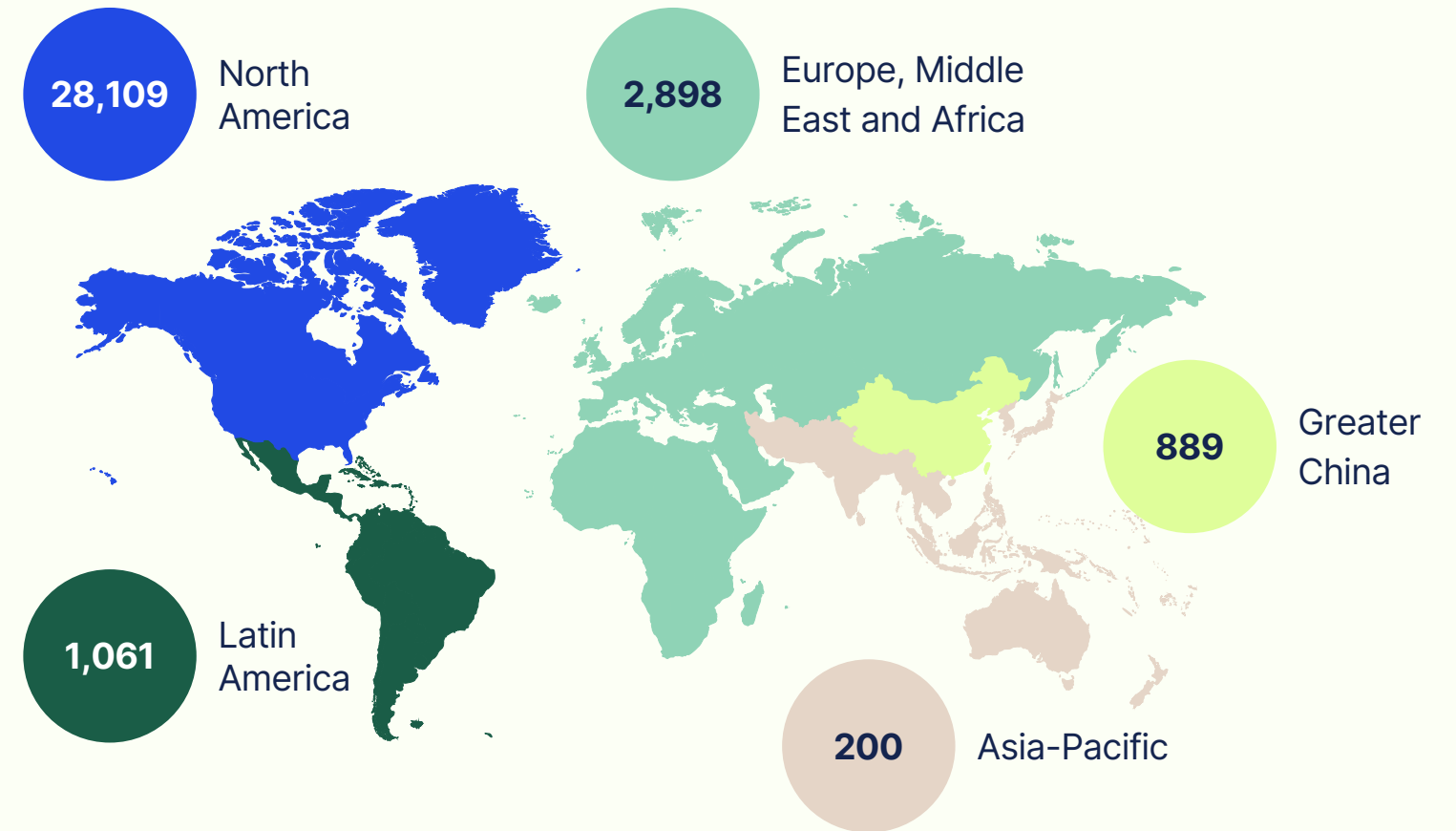
Total energy consumption increased year over year, primarily reflecting continued growth in Group operations. North America accounted for the largest share of energy use, largely driven by activity at the Ann Arbor and Ypsilanti (Willow Run) facilities.

Electricity consumption declined overall during the year, including a reduction in standard (non-renewable)

electricity use. At the same time, NSF initiated the purchase of renewable electricity, representing a step toward emissions reduction under the market-based accounting approach. Fuel consumption increased slightly in line with higher operational activity.

In parallel, NSF is implementing targeted actions to improve energy efficiency and reduce overall energy demand. Planned initiatives include energy audits at major facilities, deployment of energy management systems at high-impact sites, training for facilities teams, and assessment of on-site renewable energy generation opportunities. These actions support NSF’s broader decarbonization strategy by reducing operational energy demand while increasing the share of renewable energy used across the organization.

Energy consumption (MWh) by region



Energy consumption (MWh) by source

Energy Consumption	2023	2024	2025
Standard Electricity	15,730	15,833	13,912
Renewable Electricity*	0	0	1,936
Mobile Combustion	930	1,110	1,994
Stationary Combustion	19,542	13,035	15,316
Total Energy Consumption	36,202	29,978	33,157
Percentage of energy from renewable	0%	0%	6%

*Renewable energy includes energy consumption from RECs.

CASE STUDY

Reducing energy use in Shanghai

At NSF’s Shanghai laboratory, an operational change helped reduce electricity consumption by 15% in 2025 compared with 2024, demonstrating how targeted improvements can deliver meaningful environmental benefits.

The initiative focused on equipment scheduling. By introducing timed on/off controls for high-energy laboratory equipment, the team aligned energy use more closely with operational hours while maintaining testing capacity.



15%
reduction in electricity consumption in 2025 compared with 2024.

Working with equipment suppliers, the team first reviewed how each device operated during the day. Based on this assessment, a timer system was introduced to automatically manage power usage. Equipment now operates between 7am and 10pm, supporting daily laboratory activities while preventing unnecessary energy consumption overnight.

Team engagement played an important role in the project. Before introducing the changes, the Shanghai team discussed working patterns to confirm appropriate operating hours and ensure the timer system supported their schedules.

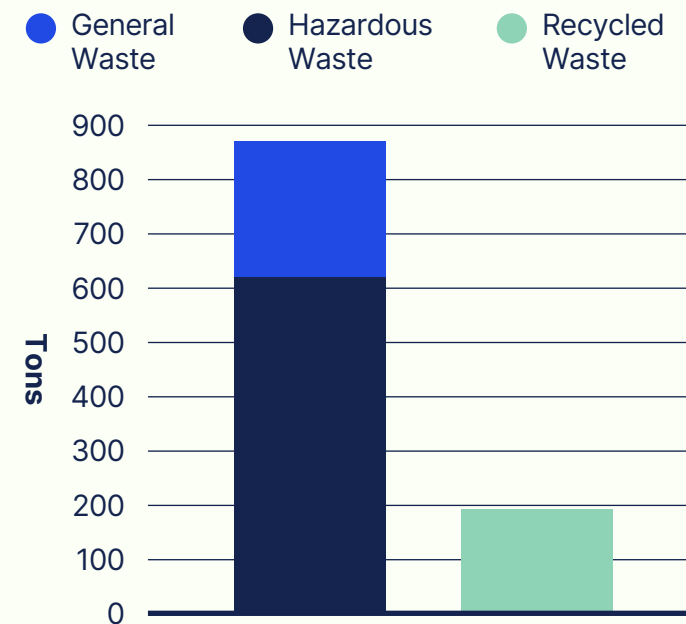
Following the success of the initiative, the team plans to review additional equipment across the laboratory to identify further opportunities where timed operation could help reduce electricity use.

Waste management

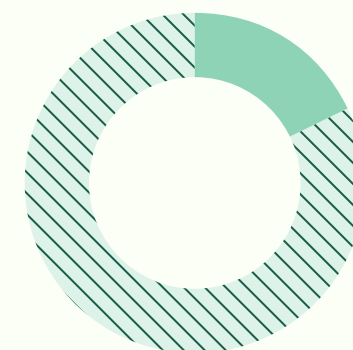
In 2025, we recorded 870 metric tons of waste globally, with 18% diverted from landfill through recycling and recovery programs.

At our Ann Arbor headquarters, recycling infrastructure and clearly labeled waste streams help employees separate materials correctly.

Global waste data 2025



Diversion rate



18%
waste diversion rate.

A third-party waste management provider manages collection and recycling to ensure responsible disposal practices.

Waste reduction initiatives are also underway in several international locations:

- In India, awareness campaigns and improved labeling of waste collection points are helping employees adopt better sorting practices.
- In South Korea, New Zealand and Thailand, waste management processes are integrated into laboratory operations.
- In Brazil, recycling programs include selective waste collection, battery recycling and initiatives focused on recovering PET bottle caps and aluminium can rings.
- In Europe, NSF has introduced a scheme to extend the life of IT equipment. Surplus laptops are securely wiped using specialized software and made available to employees at discounted prices. Older equipment is donated to educational institutions and charitable organizations for responsible reuse.

Water stewardship

NSF tracks water withdrawal, discharge and consumption across regions in line with GRI reporting guidance. We also participate in collaborative initiatives that address water access and quality.

Water use is most material at laboratory facilities, where monitoring and efficiency efforts are prioritized.

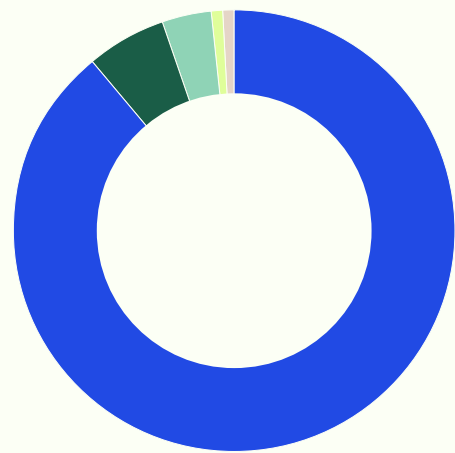
Global water consumption across NSF operations totaled 26,494,663 gallons in 2025, with the largest share occurring at laboratory facilities in North America.

We serve as a World Health Organization (WHO) Collaborating Center on Water Quality, contributing

scientific expertise to global efforts that improve water quality and public health outcomes. Our teams are developing and refining the methods used to detect and manage emerging contaminants such as PFAS “forever chemicals” and microplastics.

In addition, we are a signatory to the WASH4WORK pledge, committing to provide safe water, sanitation and hygiene facilities at all workplaces under our control within three years of joining the initiative. This commitment also extends to improving water access across the value chain and in surrounding communities where possible.

Water consumption by region



Water Consumption (Gallons)	2025
● North America	23,602,232
● Latin America	1,528,876
● Europe, Middle East and Africa	966,018
● Greater China	231,151
● Asia-Pacific	166,386
Global Total	26,494,663



SOCIAL

Health, Safety and Wellbeing

At NSF, people are at the heart of everything we do. Our mission to protect and advance human health is rooted in our belief that every stakeholder matters — from our dedicated team members to our clients and the communities we serve.

Our priorities

- Global and local engagement
- Employee health and safety
- Employee wellbeing
- Education, training and development
- Business Resource Groups



Global and local engagement

NSF works in partnership with regulatory bodies, professional associations and international institutions to strengthen public health outcomes and scientific standards. Meanwhile, our teams contribute directly to the wellbeing of the communities where we live and work.

International relationships

World Health Organization (WHO)

NSF has served as a World Health Organization (WHO) Collaborating Center since 1996, supporting international health initiatives through technical expertise and independent scientific review. In 2025, NSF submitted documentation for re-designation, with formal re-designation confirmed in January 2026. In this role, we contribute scientific insight that informs global guidance on public health issues such as pesticide metabolite evaluation and drinking water safety.

National Environmental Health Association (NEHA)

Our long-standing relationship with the National Environmental Health Association (NEHA) reflects a shared commitment to strengthening environmental health and supporting the practitioners who protect communities around the world. Each year, we present the Walter F. Snyder Environmental Health Award to an individual whose work has advanced environmental health practice. In 2025, the award was presented to Dr. Girvin Liggans, Deputy Director for Plant Derived Foods at the US Food and Drug Administration (FDA), during NEHA's Annual Education Conference.



Dr Liggans is presented with the 2025 Walter F. Snyder Award.

“I’m incredibly honored to receive this award and grateful to the colleagues, collaborators, and mentors who work tirelessly to advance public health. Their support has made it possible for me to live out the motto that guides my work: stay curious, solve big problems and have fun doing it.”

DR GIRVIN LIGGANS



Local impact

Recycling for health

Our São Paulo office led a year-long recycling initiative in support of Tampinhas que Curam, collecting 25kg of plastic bottle caps and 3kg of aluminum can tabs. The materials were converted into financial assistance for children undergoing cancer treatment. Participation extended beyond the office, with support from family members and colleagues in other regions.



World Clean-Up Day

In partnership with City to Ocean, our Brussels team collected 47kg of waste during World Clean-Up Day. NSF also donated €3,000 to support the organization's ongoing environmental protection efforts.

Health and inclusion initiatives

In 2025, NSF teams across regions came together to promote health awareness, inclusion and connection through locally led initiatives. Activities included events marking International



Women's Day, Pride Month and cancer awareness, alongside cultural celebrations such as Holi and Diwali across Asia-Pacific. Teams also strengthened connection through regular team building activities, including social gatherings in Japan and New Zealand that supported collaboration even where team members do not share a physical office.

Volunteer Time Off

NSF's global Volunteer Time Off (VTO) program enables team members to use paid time to support community initiatives. Examples included environmental clean up activities in South Korea, food distribution and hygiene education with community partners in Thailand, digital learning support for students in India, and food redistribution efforts in Germany. These activities reflect NSF's commitment to supporting local communities while encouraging team engagement and social responsibility.



47kg



of waste collected by our Brussels team during World Clean-Up Day.

\$500k



donated to the University of Michigan School of Public Health.

1,607



hours of VTO recorded.

Employee health and safety

At NSF, our mission is delivered through our people, our clients and the communities we serve. In 2025, we continued to keep health and safety our top priority through our Goal Zero culture — our commitment to preventing injuries and proactively managing risk across both facilities and field environments.

Safety performance

Safety performance improved significantly in 2025, with recordable incidents declining sharply from 12 to four year over year, and the Total Recordable Incident Rate decreasing from 0.44 to 0.14, well below the industry benchmark of 0.7. Training continues to underpin this performance, with near universal completion of global health and safety refresher training across the workforce.

Preventive efforts are also evident at site level. The Oakdale laboratory in Wales achieved 1,500 consecutive days without a lost time incident, while operations in Greater China exceeded 400 days, with both locations progressing toward their next safety milestones.

Awareness to action

In 2025, NSF strengthened its preventive health and safety approach through the Hazard Reporting Program, which enables team members to identify and report potential workplace risks. Insights from reported observations are analyzed to identify recurring issues and inform corrective actions across facilities and field operations, supported by targeted local engagement initiatives to reinforce safety awareness.

“Our focus has been on helping people pause and look at their environment differently. When risk awareness becomes part of everyday work, not a separate process, it changes outcomes.”

WENHAI XU, DIRECTOR OF GLOBAL SAFETY, NSF

Safe travel

NSF enhanced duty-of-care arrangements in 2025 by implementing a global travel risk management platform. The system supports pre-travel risk assessment, real-time monitoring and access to medical and security assistance, strengthening NSF’s capacity to anticipate and respond to disruptive events while supporting the safety of team members working away from their primary location.



0.14



Total Recordable Incident Rate (TRIR) decreased from 0.44 to 0.14.

99%



of team members completed global health and safety refresher training in 2025.

Employee wellbeing

Supporting the wellbeing, engagement and development of our people remains central to NSF's performance. In 2025, we continued to strengthen the systems and support that enable employees to maintain healthy working environments, develop professionally and contribute to shared goals.

Workforce insights

NSF's global workforce grew during the year, with average headcount increasing year over year. Regrettable turnover — defined as the loss of high-performing and high-potential employees — remained low, supporting continuity and retention across the organization.

To strengthen workforce planning, NSF introduced predictive workforce analytics, combining engagement data, tenure and performance indicators to help leaders identify potential retention risks earlier and support career development and progression.



58%
of our leadership team represented by women.

Building positive work environments

NSF promotes physical and mental wellbeing through organization-wide initiatives and local actions. In 2025, teams marked World Mental Health Day globally, providing time and resources to support wellbeing awareness. The Employee Assistance Program continued to offer confidential support across emotional, financial and legal matters, complemented by an expanded network of trained Mental Health First Aiders.

At site level, environmental improvements were implemented where relevant, including enhancements to air quality, lighting, workspace layout and safety infrastructure at the China joint venture office.

Employee engagement

The 2025 employee engagement survey indicated an engaged and inclusive workforce with confidence in leadership. Engagement levels remained strong, with inclusion and trust in managers highlighted as key strengths. Intent to stay results supported workforce stability, contributing to organizational continuity during a period of growth.

Improved engagement aligned with stronger business performance, reinforcing the link between workforce wellbeing, development and sustainable results.

<3%

regrettable turnover remained below 3% in 2025.



CASE STUDY

Latin America in the spotlight

Over the course of 2025, our teams in Latin America embraced opportunities for collaboration and team building, including:

- **Brazil – São Paulo:** “Go to the Park” Initiative: A guided electric-cart tour of Ibirapuera Park for 20 employees to support physical and mental wellbeing during audit season.
- **Brazil – Porto Alegre:** 45 employees participated in SESC/SENAC-led massage, stretching and wellbeing activities after audit week.
- **Mexico and LATAM:** 90+ employees joined workshops, yoga, active pauses and journaling sessions to promote mental health awareness and organizational wellbeing during Mental Health Month.

Education, training and development

NSF Leadership Challenge

The NSF Leadership Challenge is a global development initiative designed to strengthen leadership capability, collaboration and strategic thinking. The program brings together leaders from across regions to work in teams on real NSF opportunities, applying skills such as communication, trust and influence to practical business challenges.

The program culminates in team presentations to the Senior Leadership Team, with participants translating their learning into practical recommendations for NSF. This demonstrates how leadership development can directly support business priorities while fostering a culture of feedback and continuous improvement.



Learning at scale

In 2025, NSF employees completed 4,300+ training courses, with an average rating of 4.24 out of 5, reflecting a consistently positive learning experience. Analysis from our learning partner, OpenSesame, estimates the annual impact of NSF's training programs exceeds investment by approximately \$1 million, highlighting a strong return on investment.

Professional development

Professional development at NSF is guided by the HP² (High Purpose, High Performance) framework, which defines how objectives are set, contributions assessed and growth supported. In 2025, we introduced a refined goal-setting framework to better connect individual responsibilities with enterprise priorities and long-term capability development. Leaders received dedicated training to ensure consistent application through performance discussions, team meetings and global town halls.

Business Resource Groups

NSF's eight Business Resource Groups (BRGs) strengthen inclusion, engagement and leadership capability across the organization. Over the past year, participation increased by 70%, with a growing focus on meaningful engagement and contribution.

Our Business Resource Groups:

- **ADAPT** (All Differing Abilities Participating Together)
- **ARCH** (Asians Represented, Connected and Heard)
- **BOLD** (Black Organization for Leadership Development)
- **BRAVE** (Building Resources and Allies for Veterans Everywhere)
- **GEN U** (Generations United)
- **HOLA** (Hispanic Organization for Leadership and Awareness)
- **Spectrum** (LGBTQ+)
- **WIN** (Women's Initiative Network)



GOVERNANCE

Corporate Governance

Strong governance underpins NSF’s independence, integrity and ability to serve the public interest across global markets.

Every team member plays a vital role in fulfilling our mission and ensuring sustainability practices uphold the highest standards. This commitment starts with rigorous legal and regulatory compliance, transparency in reporting and ESG oversight at all organizational levels.

Our priorities

- Uphold ethical conduct, legal compliance and scientific integrity.
- Integrate ESG considerations into decision-making and risk management.
- Ensure transparency through measurement, reporting and oversight.
- Maintain strong controls across quality, data security and supply chains.

Our governance structure

Two independent Boards of Directors — NSF International and NSF International Holdings, Inc. — provide oversight and strategic guidance.

The NSF International Board operates through three committees that support its fiduciary responsibilities.

At the executive level, the ESG program is sponsored by the Vice President and Chief Legal Officer and supported by the ESG Council.



Supply chain management

From onboarding to contractual requirements, defined processes guide responsible, secure and compliant supplier management at NSF.

Our supply chain management framework promotes accountability, responsible sourcing and data security across vendor relationships. Suppliers undergo onboarding and due diligence reviews that enable informed selection and ongoing oversight.

These controls are guided by NSF's Global Procurement Guide, Supplier Security Policy and related policies. They are accompanied by supplier questionnaires, contractual security requirements and expectations

tied to ethical business practices, human rights and compliance.

We prohibit child labor, forced labor, human trafficking, slavery and abusive practices in our operations and business relationships. Team members are expected to raise concerns if they identify potential issues involving external partners. Together, these measures help NSF manage supply chain risk and maintain consistent standards across vendor relationships.



CASE STUDY

Project Harmony in focus

Project Harmony is creating a more connected NSF — one that can respond faster, operate more consistently and deliver a stronger client experience across regions and business units.

As NSF has grown, teams have often worked across multiple systems and local processes, making it harder to deliver a consistent experience and pull together timely operational insight.

Project Harmony is designed to change that by moving core activities onto a more unified platform, increasing automation and improving visibility across the organization. It will also strengthen governance through clearer oversight, more consistent decision-making and greater transparency.

In 2025, we reviewed how work was handled across the organization and began designing shared processes. Thirty-eight delegates from across the business helped define a common approach to how we work, from inquiry to invoice. With strong engagement from senior leaders and teams across NSF, Project Harmony is now moving into development and phased rollout, with enterprise-wide implementation planned by December 2027.



Cyber and information security

Protecting information is essential to maintaining trust with clients, regulators and partners. At NSF, cybersecurity is managed across legal, technology, operations and commercial functions, supporting data protection, risk management and regulatory compliance.

Chief Information and Digital Officer appointment

In June, Heather Wilberger was appointed Vice President and Chief Information and Digital Officer (CIDO), strengthening NSF's executive leadership in technology, data and digital transformation. She leads the enterprise technology strategy, with a focus on digitization, IT optimization, and advanced data and analytics to support clients and team members globally.

Her appointment reflects NSF's continued investment in a scalable, secure and future-ready digital operating platform.

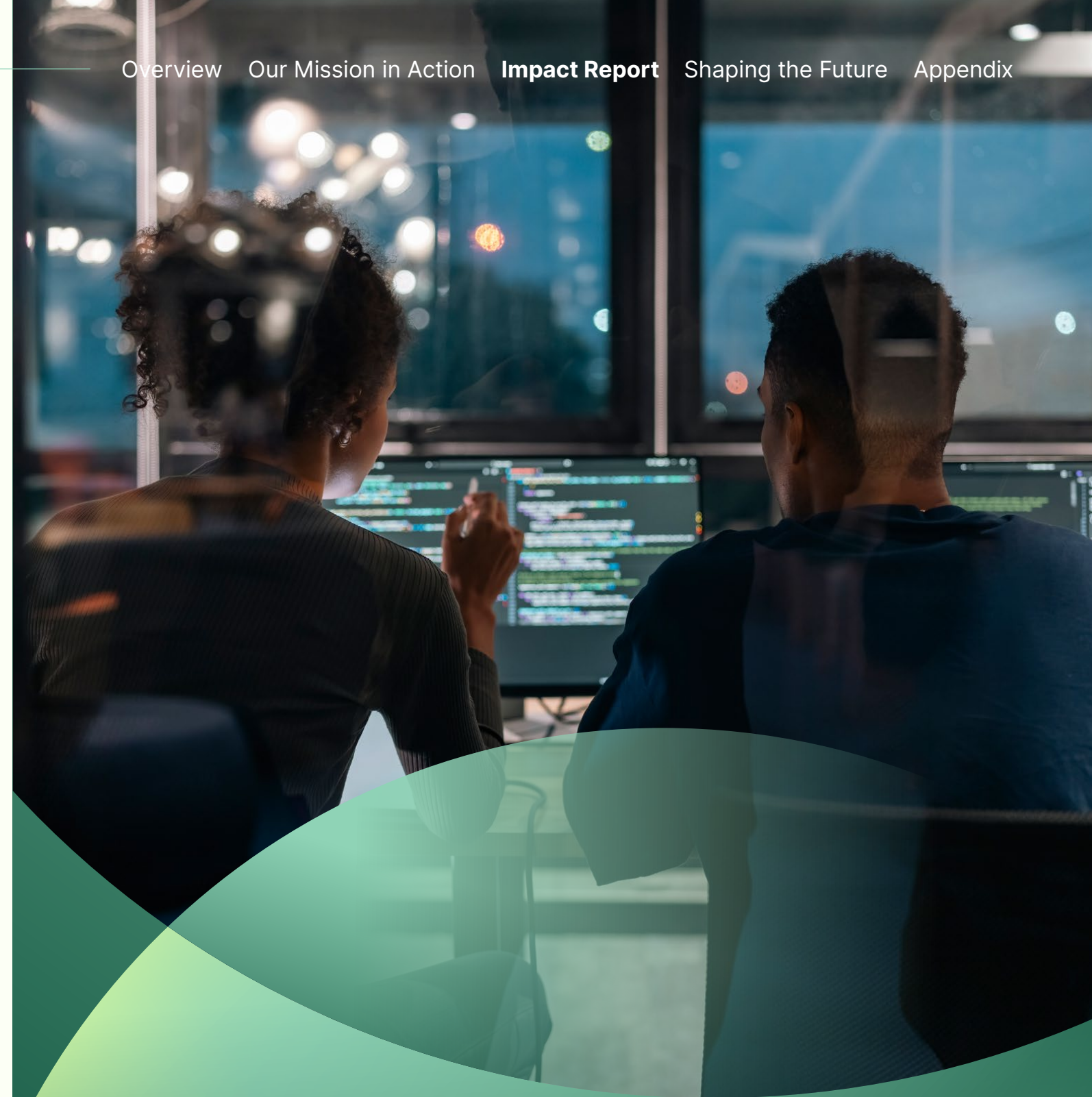
Digital governance and risk management

NSF continued to strengthen digital governance through risk-based security and privacy assessments for new third-party suppliers and the introduction of structured technical due diligence to support mergers and acquisitions. Across digital transformation initiatives, including Workday implementation, Security and Privacy by Design principles were applied to embed controls into system architecture from the outset.



"I'm honored to join NSF following a landmark year of delivering value to clients. I look forward to strengthening our technology and digital operations in support of our mission."

HEATHER WILBERGER, VICE PRESIDENT AND CHIEF INFORMATION AND DIGITAL OFFICER (CIDO)





Managing AI risk responsibly

NSF's approach to AI-enabled tools is based on a clear principle: assume AI capabilities are enabled within enterprise tools by default and manage data accordingly. We maintain a single managed AI environment within Microsoft 365, supported by enterprise controls and contractual safeguards. For other applications, we emphasize configuration management, data minimization, regular deletion cycles and, where available, opt-out provisions to reduce data exposure.

We refreshed our AI Use Policy to clarify expectations for data handling, reinforce accountability for data stewardship and provide practical guidance to team members. In parallel, we began preparation for certification to ISO/IEC 42001, the emerging international standard for AI management systems, with a target certification year of 2027.

Data stewardship

Annual information security training was delivered in seven core languages, with completion and policy acknowledgments tracked internally. Phishing simulations increased in sophistication to reflect evolving threat conditions, with performance improving steadily over the year. Ongoing communications reinforce practical data stewardship responsibilities and shared accountability for information protection.

Strengthening controls and resilience

NSF successfully completed ISO/IEC 27001 re-certification, with 100% of applicable controls tested and no major non-conformities identified. Network-level access controls are reviewed quarterly with full completion, and asset lifecycle management processes ensure secure tracking and certified data destruction upon retirement. Following recent acquisitions, infrastructure integration efforts reduced legacy system risk and improved overall resilience, with additional lifecycle management enhancements continuing into 2026.

Zero

major non-conformities were identified.



100%

of controls tested.



Corporate ethics, quality and compliance

Our Governance activities in 2025 reflect a strengthening compliance and governance framework designed to support consistent, timely and impartial outcomes across NSF’s global operations.

Ethics, compliance and accountability

Ethical conduct and transparency are fundamental to NSF’s credibility and independence worldwide. In line with our ethics and compliance commitments, NSF has been a member of the TIC Council since 2023, which underscores our dedication to integrity, impartiality, and responsible conduct across global operations. In 2025, we strengthened our governance framework through enhanced case oversight, clearer reporting, and improved risk management.

NSF’s Code of Ethics provides a foundation for ethical decision-making and a speak-up culture across the organization. All team members receive ethics training within 30 days of joining and annually thereafter. In 2025, we expanded compliance awareness through a global engagement campaign, enhanced

investigator training, and improved case prioritization and investigation workflows — contributing to greater consistency and faster case resolution.

Team members can raise concerns confidentially through multiple reporting channels, including anonymous reporting, via nsf.ethicspoint.com, by telephone using one of the global toll-free numbers listed on NSF’s website (available 24 hours a day, 365 days a year) or by emailing the Compliance and Risk Team at globalcompliance@nsf.org.

Safeguarding impartiality and accreditation integrity

Impartiality is essential to the credibility of NSF’s certification and conformity assessment activities. Our global Quality, Compliance and Risk function operates independently from commercial teams, ensuring objective decision-making and adherence to accreditation requirements.

In 2025, the global Quality team reviewed and strengthened internal processes to improve role clarity, efficiency, and governance consistency across regions. Regular impartiality risk reviews, internal audits, and accreditation oversight support NSF’s continued compliance with ISO standards and regulatory expectations, reinforcing confidence in the integrity and reliability of our services worldwide.

Together, these efforts reflect a strengthening compliance and governance framework designed to support consistent, timely, and impartial outcomes across NSF’s global operations.

10%



decrease in case closure time compared to the previous year.

15%



increase in first-time pass rate for NSF Code of Ethics training.

Shaping the Future

In the pages that follow, we set out the steps we are taking to achieve our longer-term goals.



BLUEPRINT 2030

Strategic Priorities for 2026 and Beyond

Mission 2025 achievements

As we conclude Mission 2025, we have delivered consistent high single-digit growth, expanded margins, and made strong progress against our strategic goals. This has created a solid foundation for the future, strengthening our leadership in categories critical to human health and deepening our core expertise across food, water and wellness.

Introducing Blueprint 2030

Our vision for the next five years is Blueprint 2030, where we aim to be the global leader in food, water and wellness by being:

- A trusted brand for consumers.
- A partner of choice for our clients.
- A destination for world-class talent.

We will deliver this ambition through targeted investments in talent, commercial capability, technology, innovation, and M&A, anchored in five strategic building blocks.

Blueprint 2030

1. World-Class Talent

Empowering a high-performing, future-ready workforce with the skills, culture, and leadership required to scale our impact.

2. Operational Excellence

Building a disciplined, efficient, and scalable operating platform that drives consistency, quality service, and efficiencies across the enterprise.

3. Technology Enablement

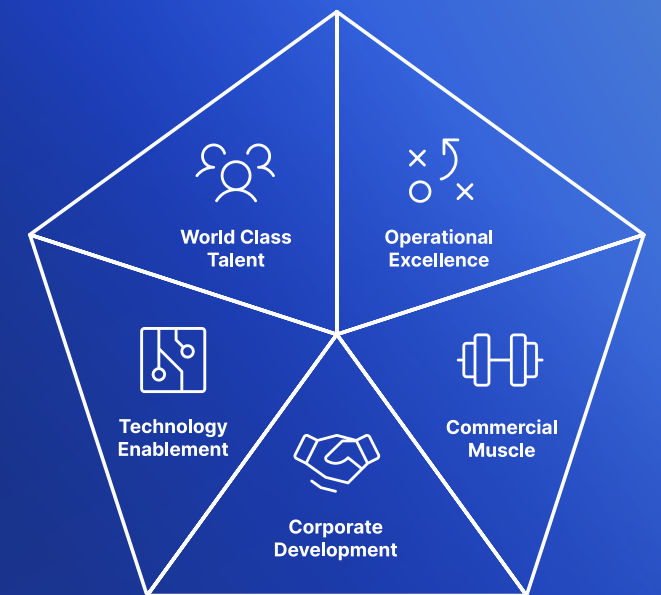
Leveraging digital tools (including AI), data, and automation to improve how we work, serve clients, and unlock faster, smarter growth.

4. Commercial Muscle

Strengthening our go-to-market engine and brand to accelerate demand, deepen partner and client relationships, and consistently deliver innovative solutions.

5. Corporate Development

Expanding our capabilities and reach through disciplined M&A and partnerships that advance our strategy and long-term value creation.



Together, these five building blocks form a clear blueprint for scaling NSF's impact and performance. They will enable faster growth, stronger margins, and our ambition to lead globally in food, water, and wellness — trusted, chosen, and talent-led.

Appendix



Board of Directors

The NSF International Board of Directors brings extensive experience and perspective, providing oversight and guidance to the Executive Team as we advance our mission, execute our strategy and maintain strong operational governance.



Thomas Glasgow, Jr.
Board Chair

Executive Vice President and Chief Operations Officer (retired), McDonald's Corporation

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Pedro Sancha
President and CEO, NSF

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Dean Bergy
Audit and Finance Committee Chair

Chief Financial Officer, Stryker Corporation (retired)

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Elisabeth Hagen, MD
Governance and Nominating Committee Chair

Elisabeth Hagen, PLLC (Former USDA Under Secretary, Food Safety)

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Ethelbert Williams
Human Resources Committee Chair

Head of Retail Media Search and DTC Marketing at PepsiCo. Adjunct Lecturer, Digital Media and Innovation, Northwestern University

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Peter (Peer) Daamen
Human Resources Committee

Managing Director and Executive Vice President (retired), Cook Group Europe A/S



Todd Gleason
Audit and Finance Committee

Chief Executive Officer, CECO Environmental

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John Graham, PhD
Governance and Nominating Committee

Former Dean, and current faculty member, Indiana University O'Neill School of Public and Environmental Affairs

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Joan Menke-Schaenzer
Audit and Finance Committee

Vice President, Chief Quality Officer, Van Drunen Farms and FutureCeuticals

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Senior Leadership Team

Our Senior Leadership Team sets and delivers the organization’s strategy, ensuring our work remains aligned with our mission and focused on achieving our goals.



Pedro Sancha
President and CEO
[View LinkedIn Profile](#)



Steve Haan
SVP Global Divisions
[View LinkedIn Profile](#)



Scott Morris
SVP International Markets and Laboratories
[View LinkedIn Profile](#)



Mel Cash
VP and Chief Commercial Officer
[View LinkedIn Profile](#)



Sean Etheridge
VP and Chief Legal Officer
[View LinkedIn Profile](#)



Heather Wilberger
VP and Chief Information and Digital Officer
[View LinkedIn Profile](#)



Cynthia Kadela
VP and Chief People Officer
[View LinkedIn Profile](#)



Our Accreditations

Our portfolio of accreditations reflects our expertise and commitment to high standards, demonstrating the competence and impartiality of our services and compliance with both national and international requirements.

Main Accreditation Standards

ISO 17065 – Accreditation Standard for Certification Bodies

ISO 17025 – Accreditation Standard for Testing Laboratories

ISO 17020 – Accreditation Standard for Inspection Bodies

ISO 17021-1 – Accreditation Standard for Evaluating Quality Management Systems

Main Accreditation Bodies

ANAB – ANSI National Accreditation Board

ANSI – American National Standards Institute

SCC – Standards Council of Canada

UKAS – United Kingdom Accreditation Service

CNCA – Certification and Accreditation Administration of the People’s Republic of China

CNAS – China National Accreditation Service for Conformity Assessment

INMETRO – Instituto Nacional de Metrologia, Qualidade e Tecnologia

DAkKS – Deutsche Akkreditierungsstelle GmbH

IAS – International Accreditation Service

CAEQ – Comité de Acreditación de Entidades de Evaluación de la Calidad

SENASICA – Servicio Nacional de Sanidad, Inocuidad y Calidad Agroalimentaria

EMA – Emirates Metrology Institute

IAOB – International Automotive Oversight Bureau

INAB – Irish National Accreditation Board

ASI – Assurance Services International

INACAL – Instituto Nacional de Calidad



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