

Improving Human
and Planet Health



NSF Annual Review and Impact Report 2024



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Welcome



2024 in Review: Shaping a Healthier, Safer World for Everyone

As the President and CEO of NSF, I am delighted to introduce our first Annual Report, which highlights the progress we made in 2024 in collaboration with our clients, partners and regulatory bodies to advance our mission.

For 80 years, NSF has been leveraging science, innovation and partnerships to enable safe and sustainable food, clean water and life-enhancing products for all. And we are just getting started.

Since 2022, we have made steadfast progress in executing our Mission 2025 strategic road map, which aims to position NSF as an innovative,

client-centric, fast-growing global leader in human and planet health.

Last year, we made significant strides in building our “Goal Zero” safety culture by establishing NSF’s Global Safety Manual and Health, Safety, Security and Environment (HSSE) team. We adopted best-in-class reporting tools and achieved a below-industry Total Recordable Incident Rate (TRIR), though we still have work to do to achieve our vision of zero injuries.

Growth is a proxy for the impact we have in the world, and I am pleased to report that NSF posted solid

revenue growth in 2024. Combined with enhanced financial discipline and operational improvements, these results allowed us to strengthen our balance sheet and make record investments in our business to fuel our mission and future growth.

We expanded our global network of laboratories with the acquisition of PSILab in the US and the opening of our state-of-the-art water lab in Germany. We also strengthened our global footprint with new offices in Belgium, Mexico, Costa Rica, Chile, India, Thailand, Dubai and Taiwan.

As a testament to our globalization efforts, for the first time in our history, more than half of our revenue and workforce were generated and based outside of North America.

We continued to push the boundaries of science and partnered with clients and regulators to improve public health and safety globally. For instance, we collaborated with our water clients to develop advanced filtration technologies and water-quality testing devices. We also worked with regulators and the industry to address the presence of PFAS, often referred to as “forever chemicals,” in drinking water supplies.

In addition to our work in water quality, we collaborated with our food clients to enhance food quality and animal welfare, fostering a more resilient and sustainable food supply chain. A key milestone for our nutrition and wellness business was our work with Amazon to support the implementation of its dietary supplement policy. This policy ensures that specified dietary supplements meet rigorous safety and compliance standards when sold on its platform in the US, marking a significant step forward in protecting consumers and raising industry standards.

Within these pages, you will also find our first Impact Report, which explores our environmental, social and governance (ESG) initiatives. It reveals how we are taking care of our people and the communities where we operate while creating a more sustainable future—both within our organization and in partnership with our clients.

Of course, these accomplishments would not have been possible without the incredible dedication of our 3,000 team members. I want to extend my sincere appreciation to all of them, as well as to our clients, industry and public health experts who have collaborated with us to advance our mission.

As I look to the future, I am confident that NSF is well-positioned to grow its impact in the world, building on the innovative spirit and scientific expertise of our team, our trusted brand and our strong partnerships.

Pedro Sancha

President and CEO, NSF

 [View LinkedIn Profile](#)



“Whether it is ensuring your food and water supplies are safe or helping to bring health and wellness products to market, where it matters most, you’ll find NSF.”

About NSF

How We Set the Standard for Excellence



Our Mission

To improve human and planet 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 hold ourselves accountable to the highest standards and always follow science.

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

Deep Expertise Focused on Three Core Industries

We provide science-driven, independent testing, inspection, certification and advisory services and develop standards for the food, water and life sciences industries. We protect consumers and brands, and empower businesses to bring their life-enhancing products to market.



Food and Nutrition

From farm to fork

We are the go-to partner for the food, nutrition and wellness industries—ensuring the highest level of product safety, quality, integrity and sustainability.



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.



Life Sciences

From research to patient

We provide comprehensive regulatory, quality and clinical support to the pharmaceuticals, biotech, medical devices and in vitro diagnostic (IVD) industries across the product lifecycle.



Enterprise Solutions

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

About NSF

Across the globe, we strive to elevate industry standards today while anticipating the challenges of tomorrow. For 80 years, our expertise has allowed companies to adapt, innovate and deliver products and services that people can trust.



About NSF

Our Locations

At NSF, we have a truly global footprint, with offices and laboratories in more than 25 countries. Here's where you can find us.

North America

- Canada**
Guelph
- United States**
Ann Arbor, Michigan (NSF Headquarters)
Germantown, Maryland
Longmont, Colorado
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, Middle East 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 Arab Emirates**
Dubai
- United Kingdom**
Oakdale, Wales
Oxford

Greater China

- Qingdao
- Shanghai
- Taipei

Asia-Pacific

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



80-Year Anniversary

Celebrating 80 Years of Positive Impact

From Ann Arbor to Aguadulce, thousands of partners, clients and team members joined in celebrating our 80-year anniversary milestone.

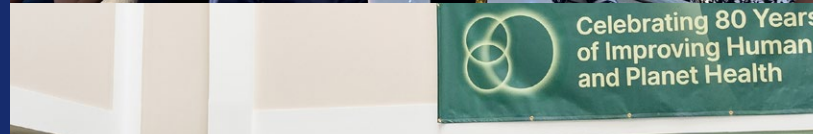
During 2024, our teams enjoyed celebrations at 40 locations around the world and more than 500 people attended our flagship event at our global headquarters. In addition, they engaged in community activities, and were featured in high-profile publications, such as CNBC's SDG Leaders Series, which highlights businesses that are addressing issues within the 17 United Nations Sustainability Goals (UNSDGs).

[Find out more about our 80-year history here.](#)



“As we celebrate our 80th anniversary, I am honored to be part of an organization that has consistently played a vital role in advancing public health.”

PEDRO SANCHA, PRESIDENT AND CEO OF NSF



Our Mission in Action

Fulfilling our mission requires meaningful action. In the following pages we highlight the progress we've made in each core area of our business, and the steps we've taken to bring us closer to achieving our goals.

Standards and Toxicology

Raising Global Standards

In 2024, our Standards and Toxicology teams worked hard to tackle existing and emerging risks to human health and continued to improve standards of best practices.

From water and food, to electronics and nutritional supplements, we've renewed more than 40 standards, 12 of which were translated to better serve international markets—providing greater assurance and peace of mind for businesses and communities worldwide.

Collaboration has been a cornerstone of our success. By partnering with global leaders in their respective fields (e.g., public health experts in toxicology, risk assessment and product safety leaders that sit on our Health Advisory Board and Public Health Council), we've developed innovative protocols and criteria focused on public health and

sustainability. These partnerships accelerate change by identifying critical areas for improvement and leveraging our expertise to create impactful solutions more efficiently.

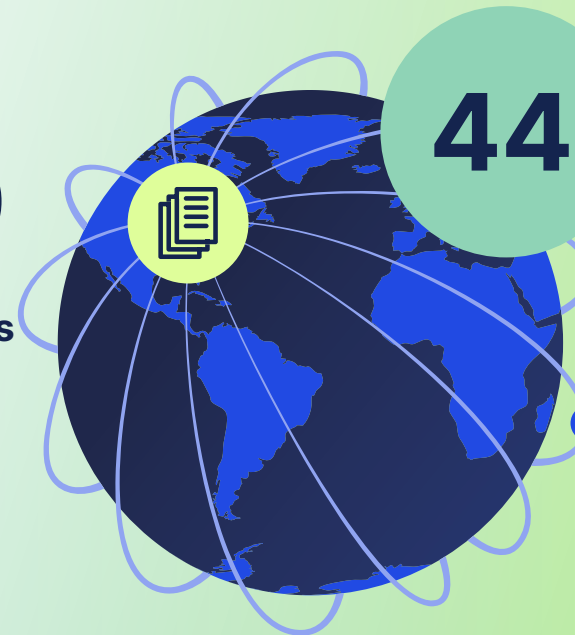
The world is evolving rapidly, bringing new challenges and opportunities. As we step into 2025, I am excited to see how NSF will continue to lead the way in raising standards and driving positive change.



Mel Cash
Vice President and Chief Commercial Officer

 [View LinkedIn Profile](#)

160
Technical documents



44
Revised standards published

12
Standards translated for international markets

Celebrating 50 Years of the Safe Drinking Water Act

2024 marked the 50th anniversary of the Safe Drinking Water Act (SDWA), a landmark law designed to protect drinking water from both natural and man-made contaminants.

Passed by the US Congress in 1974, the Act empowered the Environmental Protection Agency (EPA) to establish and enforce national drinking water quality standards. In 1985, NSF led a consortium of industry organizations that resulted in the development of two key national standards: NSF/ANSI 60 in 1987 and NSF/ANSI 61 in 1988. These standards were later harmonized with Canadian regulations. NSF also introduced a self-funded product certification program, replacing the EPA's US advisory program.

These standards revolutionized the water industry, driving critical advancements such as reducing lead content and preventing contamination from leaching. As a result, they have gained global recognition, with NSF-certified products now widely accepted as benchmarks for quality and safety in drinking water systems worldwide.

Chemical Safety and Toxicology

We made significant strides in advancing chemical safety through a combination of research, collaboration and expert assessments. This centralized expertise supports the ongoing evaluation of ingredients and contaminants in drinking water, dietary supplements, food, food packaging and consumer products. Key 2024 highlights include:

Drinking Water

- Reassessment of more than 100 chemicals in contact with drinking water according to risk assessment procedural updates published in NSF/ANSI/CAN 600 in 2024 and as previously published in the peer-reviewed literature (see Magurany et al., 2023, doi: 10.1080/15376516.2023.2279041);
- Publication of drinking water criteria for PFAS compounds;
- Identification of safe levels of exposure through full quantitative risk assessments for eight chemicals relevant to drinking water contact, including bisphenol A propoxylate, chloroethane and ethyl butyrate;

- In parallel, we are working with South Korea's Rural Development Administration to develop a genotoxicity weight-of-evidence (WOE) framework to support chemical evaluations using the best available science. This ongoing initiative will play a critical role in preventing exposure to levels of DNA-damaging chemicals that may have otherwise led to human health consequences including cancer, developmental effects and other gene-related disease.

To promote scientific independence, all standards updates and chemical risk assessments for drinking water were completed under the guidance and critical review from independent toxicological experts from the NSF Health Advisory Board, in which we host meetings each spring and fall. We also strengthened our relationship with the World Health Organization as a designated collaborating center for pesticide metabolite evaluations.

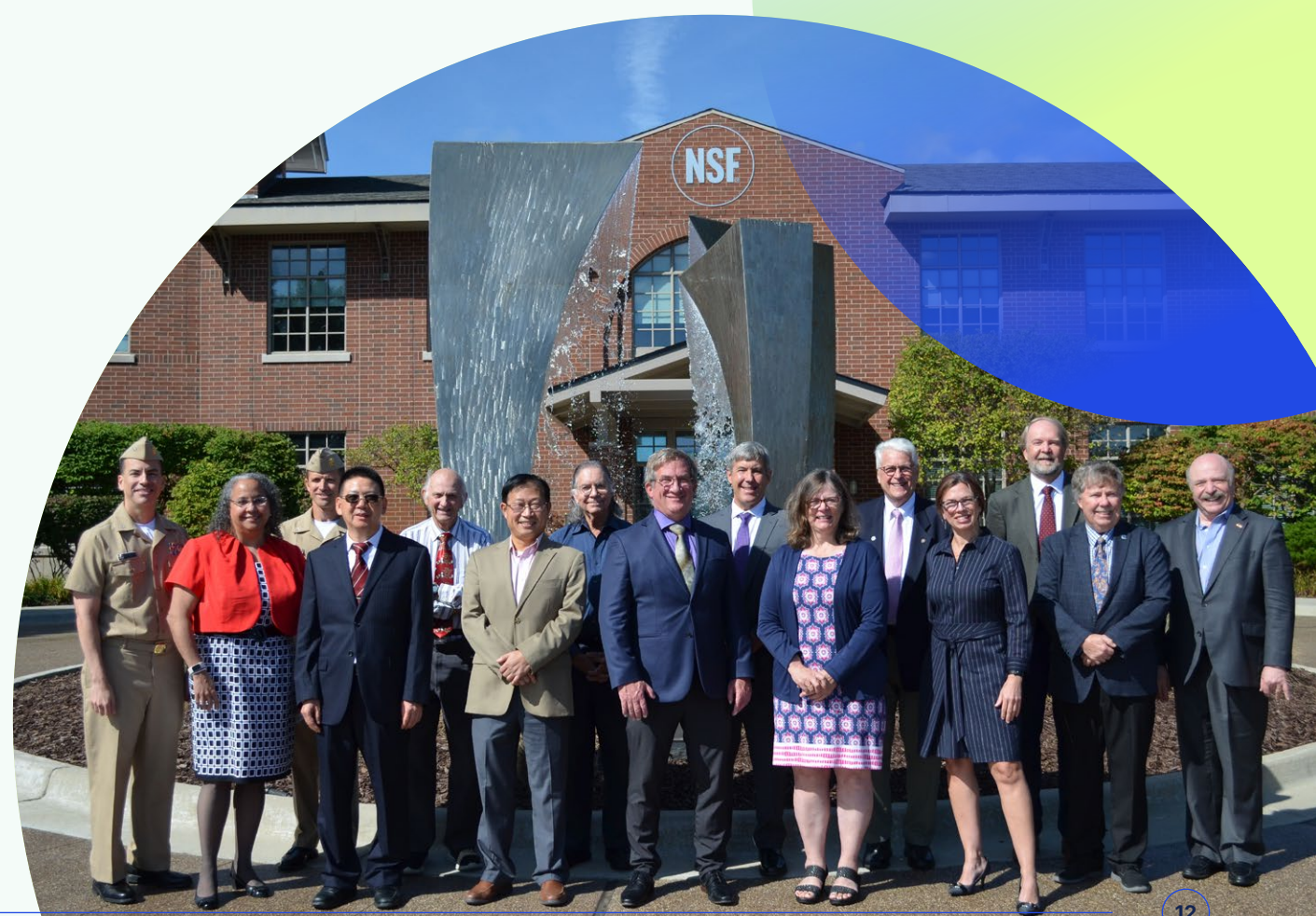


Image: NSF Public Health Council

Dietary Supplements

In addition to program efforts to evaluate the safety of dietary supplements, as to their content and safe levels of contaminants, NSF evaluates ingredients under the policy requirements of NSF/ANSI 173. Over the course of 2024, more than 64 dietary supplement ingredients were evaluated for safety, ensuring compliance with human health protection standards.

Food and Food Packaging

We completed 31 projects associated with chemical contaminant exposure and ingredient safety. These projects included evaluation of chemicals migrating to food packaging, contaminants that may occur in food ingredients and the notification to FDA of ingredients designated as generally recognized as safe (GRAS). These efforts were facilitated by the development of a cutting-edge contaminants knowledge base, leveraging global chemical contaminant and exposure data and a dietary intake tool, utilizing data produced by the National Health and Examination Survey of the CDC National Center for Health Statistics.

Water Technology

NSF made significant updates to two global industry standards—NSF/ANSI/600–2024: Health Effects Evaluation and Criteria for Chemicals in Drinking Water, and NSF/ANSI/CAN 61-2024: Drinking Water System Components – Health Effects—in response to PFAS emerging compounds. PFAS is a group of chemicals used in products that are known for their negative impact on the environment and potential health

risks. These efforts included leading experts from industry, regulatory and product users to ensure alignment with US Environmental Protection Agency (EPA) requirements.

Consumer Products

Our role as a ChemForward assessor remained central to our efforts in the evaluation of safer chemicals in the consumer products space, with 36 chemical hazard assessments completed in 2024. These assessments provide valuable knowledge to product manufacturers in selecting safer chemicals.

Improving the Sustainability of Electronic Devices

A major highlight in 2024 was the launch of a sustainable electronics standard, EPEAT Climate+, in collaboration with the Global Electronics Council. This innovative scheme establishes a set of criteria ensuring that electronic devices have a reduced impact on climate change. International brands are committed to meeting these standards, resulting in products with longer lifespans, safer materials and chemicals and robust end-of-life recycling plans.



Food and Nutrition

Food for Thought

Our food industry expertise spans farming, production, food service, and nutrition and wellness products, serving markets around the world.

In 2024, we focused on strengthening organic standards and promoting animal wellness across the globe, while continuing to lead the way in certification, testing and compliance services. This work empowers our clients to deliver safer products to the market while meeting the demands of an ever-changing regulatory environment.

We launched new tools, like the AI-powered NSF Seller Portal for Amazon vendors, and also introduced certifications that set new industry standards. This has allowed us to expand our reach in key global markets and strengthen ethical and sustainable practices.

Building on our global reach, and with increased growth in developing

markets via franchisee models, our programs are designed to protect the brand reputation of our food service clients by ensuring consistent quality and service standards around the world.

A good example is the launch of our Food Safety Audit Discovery Program, a new initiative designed to provide a robust baseline assessment of food safety practices, which will enable our clients to raise food safety standards while building trust and loyalty with their customers.

We were delighted to share that The Society of Food Hygiene and Technology (SOFHT) Awards presented its Best Auditor accolade to NSF's Michael Bromfield in 2024. This plaudit celebrates his 25-year

journey in auditing, with more than 500 Global Food Safety Initiative (GFSI) audits completed and a passion for learning, excellence and client service.

Beyond audits, we've leveraged technology to empower businesses in new ways. The introduction of NSF Specialist Market Insight, our online platform, is a game-changer for brands looking to adhere to food safety regulations, labeling laws and import rules. By transforming intricate regulatory data into actionable insights, it gives our clients a competitive edge when launching and expanding their product lines.

**Sarah Krol**Vice President,
Food and Nutrition [View LinkedIn Profile](#)**Chris Malone**Vice President,
Food Service and
Enterprise Solutions [View LinkedIn Profile](#)

Building Greater Confidence in Nutritional Supplements

Supporting Amazon Sellers

NSF provides certification and testing for Amazon sellers under the Amazon Dietary Supplement Policy. The NSF Seller Portal is an AI-powered compliance platform that generates on-demand, real-time quotes for testing services, and manages the testing process, paperwork and payment. It also streamlines the seller compliance journey, bringing their products to market in a more efficient and seamless way.



Rock Solid Certification

Zoa Energy, the portfolio of energy drinks and pre-workout supplements co-founded by Dwayne “The Rock” Johnson, introduced ZOA+ Powder to its line-up of supplements and energy drinks. Developed for athletes before they workout, ZOA+ Powder earned NSF Certified for Sport® certification in 2024. This certification helps athletes, dieticians, coaches and consumers around the world make safer decisions when choosing sport supplements, functional foods and personal care products.

“I’m proud to say that ZOA+ is officially NSF Certified for Sport, which means athletes at any level, across any field of sport, including those overseen by the United States Anti-Doping Agency (USADA), can have peace of mind that when they use ZOA+ Powder, they are using a safe and trustworthy product, which is of the utmost importance to me and my co-founders.”

DWAYNE JOHNSON, CO-FOUNDER AND
CHIEF ENERGY OFFICER AT ZOA ENERGY



Expanding our Certification Capabilities

In 2024, the ANSI National Accreditation Board (ANAB) approved NSF’s Shanghai testing hub to support the NSF/ANSI 455 and NSF/ANSI 173 certification programs under NSF’s ISO/IEC 17065:2012 accreditation. This expansion allows NSF to provide enhanced services across Greater China and the Asia-Pacific region, enabling companies to certify their facilities and products locally, reducing time and costs.

The NSF/ANSI 455 standards cover Good Manufacturing Practices (GMP) for dietary supplements, cosmetics and over-the-counter drugs, ensuring compliance with international regulations, safety, and hygiene requirements. NSF/ANSI 173 remains the gold standard for testing dietary supplements and ingredients, verifying that products meet purity, identity and labeling requirements.

Supplement Certification Launched in China

In March 2024, we launched the NSF 229 Nutritional Supplements Product Certification (NSF 229 PCCN) in China, meeting the demands of the market’s extensive nutritional supplement manufacturing industry.

Grounded in China’s national food safety standards, retailer requirements and industry best practices, it ensures that products meet both Chinese and US Good Manufacturing Practices (GMP) and have been tested to verify ingredient safety and label accuracy.

Reaching Higher Quality Standards

Strengthening Organic Standards

NSF's subsidiary, Quality Assurance International (QAI), has been instrumental in safeguarding the integrity of the organic food supply chain by helping businesses comply with the USDA's Strengthening Organic Enforcement (SOE) Rule, which took effect in March 2024. The SOE Rule strengthens consumer and industry trust in the USDA organic label by requiring stricter certification for entities such as importers, exporters, brokers, traders and storage facilities, many of which were not previously required to be certified.

With 35 years of experience, QAI is one of the world's leading organic certification bodies. In 2024, QAI was the leading certification partner for food businesses in the organics market. To provide additional support, NSF developed an SOE Rule Toolkit to support the seamless integration of new entrants into the certified organic community.

Improving Food Safety Practices

Launched in 2024, our new Food Safety Audit Discovery Program provides a baseline assessment of client food safety practices, based on criteria laid out by the FDA Food Code. It identifies food safety risks by assessing a representative sample of restaurant or supermarket locations. The assessment outlines opportunities for improvement and shares best practices and advice on corrective action strategies to support continuous improvement of food safety programs and brand-specific requirements.

We take a unique "walk, talk and coach" approach, prioritizing key areas of focus to drive maximum improvement. When an area of improvement is identified, our auditors explain the findings and the steps needed to resolve it and mitigate future risks.

Delivering Data-Driven Insights

Specialist Market Insight is a new NSF online service that integrates industry expertise and market intelligence, powered by industry-leading digital tools. Failure to comply with food labeling laws, import rules and food safety regulations not only has legal ramifications—it can lead to fines, launch delays, recalls and reputational damage.



CASE STUDY

Food Retail Team Supports Yum! Brands and KFC

Yum! Brands Inc. is a major retail player with a network of over 59,000 restaurants in more than 155 countries and territories. Our Food Retail LATAM team provided training for more than 780 individuals at KFC, a Yum! Brands company, through a series of sessions focused on 2025 standard changes and key topics addressing market-specific challenges.



780+

**Individuals reached
through the sessions**

Supporting Greater Transparency

Preparing for Tighter Traceability Legislation

The FSMA 204 Traceability Rule, coming into effect in July 2028, establishes stricter recordkeeping requirements for companies involved in the manufacturing, processing, packing or holding of foods listed on the FDA's Food Traceability List (FTL). It aims to strengthen food safety by enabling quicker identification and removal of potentially contaminated foods, helping to reduce foodborne illnesses and protect public health.

To comply with this rule, organizations must document Key Data Elements (KDEs) related to Critical Tracking Events (CTEs) throughout the supply chain.

We developed two services in 2024, designed to guide organizations through compliance. The Initial Scoping Workshop is a virtual session that helps businesses understand their obligations.

For a deeper dive, our FSMA 204 Readiness Assessment offers an on-site evaluation of the organization's Food Safety Plan and existing KDE and CTE records. This determines if any exemptions apply, provides tailored recommendations for updates to documentation and recordkeeping practices and offers guidance on creating or refining the Traceability Plan.

CDP Reporting Service Launched

We launched a brand-new service to help organizations improve their environmental transparency through Climate Disclosure Project (CDP) reporting. As a CDP Accredited Provider, our teams provide expert guidance to help companies accurately disclose their environmental impact, focusing on areas such as climate change, deforestation and water security. By leveraging NSF's expertise, organizations can improve their CDP scores and demonstrate their commitment to sustainability while meeting the growing demands for environmental accountability.

Prioritizing Animal Wellness

Our research into consumer attitudes toward animal wellness highlighted the importance of companies demonstrating transparency and compliance in animal wellness throughout their global supply chains.

75% of consumers* said it was very important or extremely important that companies demonstrate consistency and compliance with animal wellness throughout their supply chain.



*7,000 consumers were surveyed by NSF in the United States, United Kingdom, South Africa, Brazil, Mexico, Italy and Spain.

Water

Making Waves Around the World

The last 12 months have been marked by significant investments that strengthened our leadership in water quality and safety worldwide. From launching innovative new protocols to opening state-of-the-art facilities and deepening collaborations with industry leaders, we delivered impactful solutions.

We expanded our reach into new markets, introduced certifications to address emerging needs and empowered manufacturers to meet stringent regulatory requirements with confidence. We also strengthened our local presence in our international markets, ensuring more efficient pathways to global markets while continuing to anticipate and respond to the evolving challenges of water safety.

Our progress in 2024 highlights the expertise, dedication and forward-thinking approach of NSF's Water division. Every milestone reflects our unwavering commitment to supporting our clients, fostering innovation and protecting public health.



Dave Purkiss
Vice President, Water

 [View LinkedIn Profile](#)



New Water Testing Lab Opens in Rheda

In October, we announced the opening of a state-of-the-art water testing laboratory in Rheda-Wiedenbrück, Germany. This is the first NSF facility within continental Europe dedicated to water product testing and certification and offers local expert support, including research and development assistance, pre-testing and certification guidance in multiple European languages. It will help manufacturers in Europe and beyond access global markets, including the Middle East, Africa, Asia and the Americas. It also streamlines the certification process for NSF/ANSI/CAN 60 (Drinking Water Chemicals – Health Effects) and NSF/ANSI/CAN 61 (Drinking Water System Components – Health Effects) standards, which are referenced in many national standards. This milestone cements NSF as the global certification partner for the water industry.

PSILab Joins NSF

In March we were delighted to announce the acquisition of PSILab, Inc., an advanced plastic pipe and materials testing laboratory in Colorado. NSF clients now have added access to new testing services, including material properties and large-diameter pipe testing, finished goods hydrostatic pressure and burst testing, extensive product failure analysis and plastic pipe consulting.

“We are excited to welcome PSILab’s talented and experienced team members to the NSF family.”

PEDRO SANCHA, PRESIDENT AND CEO, NSF

“NSF’s new German laboratory will give manufacturers across Europe, the Middle East and Africa more efficiency and cost-effective certification, enabling a faster time to market and quicker global product launches.”

DAVE PURKISS, VICE PRESIDENT, WATER, NSF



Expanding International Reach

NSF and the Korea Environment Corporation (K-Eco) signed a Memorandum of Understanding to collaborate on research focused on reducing per- and polyfluoroalkyl substances (PFAS) in drinking water. Building on this momentum, NSF and the Korea Institute for Water Technology Certification (KWTC) announced a joint development project to create the K-NSF protocol. This initiative aims to establish a unified water product certification standard for the Asia-Pacific region, enhancing the quality and safety of drinking water across local markets.

“This facility embodies NSF’s commitment to fostering innovation, ensuring product safety and supporting the water industry’s growth across the region.”

VINCENT BOKS, SENIOR DIRECTOR,
GLOBAL WATER PROGRAMS

In May, we proudly announced the launch of NSF P535: Drinking Water Treatment Units – Filtration, a protocol tailored to meet the unique demands of the Chinese market. NSF P535 provides third-party evaluations for domestic point-of-use drinking water systems, ensuring compliance with essential material safety and performance requirements. This new protocol verifies health-related reduction claims for contaminants such as lead, mercury, hexavalent chromium, perfluorooctanoic acid (PFOA), perfluorooctane sulfonate (PFOS) and bisphenol A (BPA).

It applies to a diverse array of products, including purified water filters (reverse osmosis, nanofiltration), general water filters (ultrafiltration, activated carbon, ceramic filtration), pre-filters and water softeners. Certification under NSF P535 equips manufacturers to meet relevant Chinese regulations and NSF standards, empowering them to demonstrate their products’ quality and performance in a competitive and fast-growing market.

Leading the Way in EU Regulatory Transitions

With the EU Drinking Water Directive set to become law by the end of 2026, the entire water supply chain across EU member states must prepare to comply with new harmonized hygiene standards for water contact materials. This will impact utility companies as well as manufacturers of pipes, faucets, tankers, bottles and other essential components.

NSF is committed to supporting the industry through these regulatory changes and providing accreditation. As a result, NSF hosted an EU Green Week partner event, “Ensuring Sustainable Water Futures: EU’s Blueprint for Safer Drinking Water,” at our EMEA headquarters in Brussels, in collaboration with CEN-CENELEC, the TIC Council and Wilo.

During expert-led panel sessions, EU regulators, industry representatives and NSF specialists explored the technical and regulatory aspects of the new directive. The event saw strong industry engagement, with over 170 participants from 155 companies worldwide joining the sessions.

By providing a platform for expert insights and industry dialogue, NSF continues to lead the way in ensuring manufacturers and stakeholders are fully equipped to navigate this regulatory transition, reinforcing our commitment to water safety and compliance across Europe.



Life Sciences

Supporting Healthier Outcomes

Companies all over the world rely on NSF's expert teams in pharma, biotech, medical devices, in-vitro diagnostics and combination products to navigate complex regulations and bring their products to market.

In the rapidly evolving life sciences landscape, companies need trusted partners who can navigate complexity and support their business goals. We're proud to do just that—by providing outsourced quality and regulatory expertise to help pharmaceutical, biotechnology and medical device companies maintain the highest levels of compliance while accelerating the path to market.

Whether we're navigating new regulations, supporting clinical trials to validate efficacy and product claims, or revising and maintaining robust quality systems, our team delivers the

specialized knowledge and support needed to bring life-saving innovations to the public faster.

Looking ahead, we remain focused on growth and impact. With plans for our third Pharma Compliance to Performance Conference, the launch of the second series of our Compliance Unlocked podcast and an expanded global presence, 2025 promises to be another transformative year.



Jeff Deming
Vice President,
Life Sciences

 [View LinkedIn Profile](#)





Pharma Compliance to Performance Conference

In November, we hosted our second Pharma Compliance to Performance Conference at the historic Royal Society of Chemistry in London. Featuring speakers from NSF, AstraZeneca and the Association of the British Pharmaceutical Industry (ABPI), the conference brought together 100 industry leaders from around the world to explore the sector's most pressing challenges.



Medical Technology Symposium

We held our 13th Medical Technology Symposium in Hamburg in September, bringing together key stakeholders from the medical device industry. With representatives from the US Food and Drug Administration (FDA), EU Commission, ZLG and leading manufacturers, such as Siemens Healthineers, Biotronik, Karl Storz and BVMed, the event provided critical insights into the future of compliance and innovation.

Discussions covered the ongoing complexities of new regulations and the introduction of the AI Act (2024/1689), all of which are set to reshape the industry. The FDA's National Standard Strategy for Critical & Emerging Technologies was also highlighted as a step toward global regulatory harmonization. Experts stressed the need for industry-wide collaboration and the strategic use of consensus standards to balance compliance with innovation.



Orphan Drug Designation Secured for Cancer Treatment

NSF's clinical research subsidiary, Amarex, played a pivotal role in securing Orphan Drug Designation (ODD) from the FDA for Gibson Oncology's drug LMP744.

LMP744 is used to treat gliomas, a type of brain tumor. This drug can cross the blood-brain barrier effectively, reaching concentrations 10 times higher than needed to kill cancer cells and maintaining these levels for over 24 hours per dose.

ODD status provides incentives to encourage the development of treatments for rare diseases. It is significant because current

treatments for aggressive brain cancers like glioblastoma have not substantially improved patient survival rates.

Clinical Trials to Support a Cure for Progeria

In late 2024, we were thrilled to announce that Amarex will be managing a clinical trial for the new drug Progerinin, following its FDA approval. Developed as a treatment for Hutchinson-Gilford Progeria Syndrome (HGPS), commonly known as progeria, this rare genetic disorder causes children to age rapidly, leading to heart disease and an average life expectancy of just 14.5 years.

Progerinin, created by South Korean biotech company PRG Science & Technology Co., Ltd. with funding from The Progeria Research Foundation (PRF), aims to reduce progerin levels in the body. The upcoming Phase 2a clinical trial will be conducted at Boston Children's Hospital, with Amarex overseeing its execution and facilitating global patient enrollment.

Nasal Spray Testing Launched

In 2024, we launched a new Morphology Directed Raman Spectroscopy (MDRS) service at our Shanghai lab, offering pharmaceutical clients rapid, automated chemical and morphological characterization, drug consistency evaluation and formulation analysis. This advanced service accelerates generic drug development and is particularly valuable as demand for fast, safe and effective treatment via nasal sprays grows internationally.

MDRS is especially beneficial for companies seeking to enter the US market. By enabling in-vitro bioequivalence (IVBE) studies, MDRS significantly reduces the time and cost associated with traditional clinical trials. This enhances global healthcare access by making essential medications more affordable and widely available. As the only provider of this service in Asia, we see significant opportunities for growth in the coming years.



CASE STUDY

Qualified Person Training

Christopher Glover participated in our UK Qualified Person (QP) training in 2024, designed for scientists responsible for certifying batches of medicines before they can be released for use.

"I would recommend this program even for non-QP certified scientists who want an exceptional foundation of quality process and leadership fundamentals to thrive within the industry."

CHRISTOPHER GLOVER, HEAD OF R&D
QUALITY DRUG PRODUCT, SANOFI

Enterprise Solutions

Supporting a Safer, More Compliant World

NSF's Enterprise Solutions was newly created in 2024 and is made up of our Management Systems, Information Security and TraQtion® Digital Solutions services.

Whether it's enabling companies to secure contracts through robust certifications or fostering safer workplaces and sustainable practices via ISO standards, our efforts are driving meaningful change across industries.

Achieving an industry-leading client NPS score of 76 is proof that the NSF Enterprise Solutions team demonstrated their ability to meet the evolving assurance needs of our clients and is a testament to our team's dedication.

Being a recognized Certified Third-Party Assessor Organization (C3PAO) for Cybersecurity Maturity Model Certification (CMMC) represents a tremendous opportunity to capitalize

on NSF's cybersecurity experience for the supplier community of the US Department of Defense.

Our team actively engaged with clients and stakeholders at key industry forums including ASQ (Quality), AIAG (Automotive), SpaceTech (Aerospace), SFI (Forestry) and ISC2 (Information Security).

To our clients, partners and team members, thank you for being an integral part of this journey. Together, we are building a future where businesses thrive, consumers feel confident, and communities benefit from safer and more sustainable practices.



Sameer Vachani
Senior Director,
Enterprise Solutions

 [View LinkedIn Profile](#)



Digital Solutions Innovations

For over a decade, our NSF TraQtion® software has helped leading food service brands and food retailers simplify compliance and strengthen supplier quality management. We are now excited to expand this offering to the water and life sciences sectors, as well as launch expanded functionality modules like sustainability and ingredient management.

With the development of NSF TraQtion® Lite, which launched in early 2025, NSF is supporting small to mid-size businesses looking to digitize their supply chain management and improve their audit readiness.

Users of NSF Connect, our digital gateway to NSF services and reports for NSF clients, will now be able to seamlessly integrate paid Software as a Service (SaaS) modules for supply chain management, audit management, complaints handling and product specifications.



CASE STUDY

How BJ's Restaurants Enhances Supplier Management

BJ's Restaurants Inc., a prominent US restaurant chain with more than 200 locations, has implemented NSF TraQtion® to enhance supplier management, and ensure adherence to food safety standards and supplier codes of conduct.

Managing a vast supply chain comprising more than 300 supplier facilities, the adoption of NSF TraQtion® has introduced automated alerts for food safety audits,

streamlined product specification data capture and facilitated the creation of a centralized repository for key supplier documents.

“NSF TraQtion® has allowed us to quickly identify and focus on suppliers who are non-compliant with food safety audits or our supplier code.”

JASON DICKHAUT, DIRECTOR, QUALITY ASSURANCE, BJ'S RESTAURANTS, INC.

Talent

Our People are Our Competitive Advantage

As a professional services organization, people are our strongest asset. As such, I am proud to be responsible for leading and providing direction for the overall people strategy at NSF. Our goal is to ensure a world-class experience for all NSF team members, attract and retain the best talent and promote NSF's core values across the globe.

We are especially proud of what we achieved in 2024. From the development of our new HP² initiative, designed to foster a culture of high purpose with high performance, to launching targeted training programs and cross-functional leadership challenges, there have been many opportunities for our people to develop and grow.

That's all while following best practices of communicating with our teams, putting development plans in place and ensuring that each individual feels heard and valued. I can't wait to see what we achieve in 2025.



Cynthia Kadela
Vice President and
Chief People Officer

 [View LinkedIn Profile](#)





Strengthening Culture

Listening to our team members is invaluable to our organization and allows us to continuously improve the employee experience. Our annual pulse and engagement surveys allow team members to anonymously give feedback, so we can focus on areas of improvement and understand what our employees value about working at NSF.

This is coupled with our culture of feedback, where we set individual goals in January and managers check in on their progress throughout the year. We also introduced a personal development plan for all team members, so that managers can support career progression. Alongside these best practices, we developed our HP² initiative to foster a culture of “high purpose, high performance.” These two tenets can be explained as follows:

High Purpose

We are driven by a clear mission with purpose at its heart. Our work aims to make a significant positive impact on human and planet health.

High Performance

We strive for excellence in everything we do. This means setting ambitious goals, continuously improving, and delivering outstanding results.

These guiding principles emphasize that when we combine our high purpose with high performance, we create a powerful force for good. Our people are the multiplier that makes this possible.

A new HP² guide will be published and distributed to all teams in 2025. It will serve as a reminder that, at NSF, everyone has the power to lead.



Nurturing Leadership Talent

Our NSF Certified Leaders program kicked off in 2024, allowing our people to grow their leadership skills. Team members learn more about their current roles, the roles they'd like and how to reach their goals, while pinpointing key areas for development. This ran alongside a new scheme called Leadership Essentials, created for leaders of teams to build key skills in a six-month journey and facilitated by senior leaders.

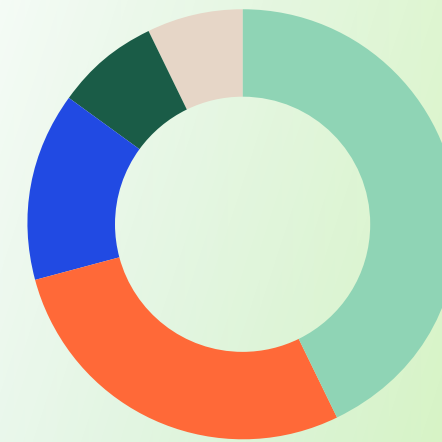
We also launched the NSF Challenge, a targeted development journey for a select group of leaders. Two teams, made up of members from various locations, functions and divisions, were chosen to take part in the initiative. They applied their skills and experience to a complex problem set by the NSF senior leadership team (SLT). Throughout the challenge, both teams developed a solution and business case for its further implementation. They also participated in a leadership workshop, received additional in-person training and gained exposure to SLT and other divisions.



Commercial Academy

NSF Commercial Academy training program was launched in 2024 to enhance the performance of our sales teams and account managers. The program equips our teams with the skills and strategic frameworks necessary to drive success in an evolving market.

A truly global initiative, the program engaged more than 400 participants worldwide, delivering content in local languages to ensure accessibility and relevance. Each participant had access to practical tools and workbooks, supporting their learning journey. Participants have praised the hands-on approach, practical applications and the impact of the training on their daily work.



NSF Team Members by Region

● North America	43%
● Europe, Middle East and Africa	28%
● Latin America	14%
● Asian Pacific	8%
● Greater China	7%



Impact Report

As a global organization committed to the health of both people and the planet, it's vital that we lead by example. Beyond helping our clients achieve their sustainability goals, we hold ourselves accountable for responsible action across environmental, social and governance priorities. Here's a look at our progress in 2024.



Our ESG Framework

In this section of our Annual Review, we highlight the positive impact achieved through active management of our Environmental, Social and Governance (ESG) program. Our Framework and efforts are guided by insights from our materiality assessment, which can be found on page 32.

Environmental

-  **Helping Clients Achieve their Sustainability Goals**
-  **Reducing Our Internal Footprint**



Social

-  **Health, Safety and Wellness**
-  **Supporting Our People**
-  **Stakeholder Engagement**

Governance

-  **Corporate Governance**
-  **Financial Controls and Compliance**
-  **Supply Chain Management**

Introduction

Our Sustainability Journey

NSF’s formal sustainability journey began in 2023, when we committed to gathering data, setting benchmarks and identifying areas where we could make the biggest impact.

To guide this work, we established an ESG Council in 2024, which I sponsor at the executive level. As NSF’s Corporate Secretary, I also coordinate with NSF’s Governance and Nominating Committee to ensure the Board of Directors receives the insights it needs to provide oversight and guidance related to our sustainability strategy.

In 2024, the ESG Council conducted a double materiality assessment to help identify the areas where we can have the greatest impact—and the risks we face if we fail to act. Climate change, data security and shifting stakeholder expectations were all identified as focus areas, and our sustainability strategy must address these proactively using a “glocal” approach—global best practices applied with local insight. Whether

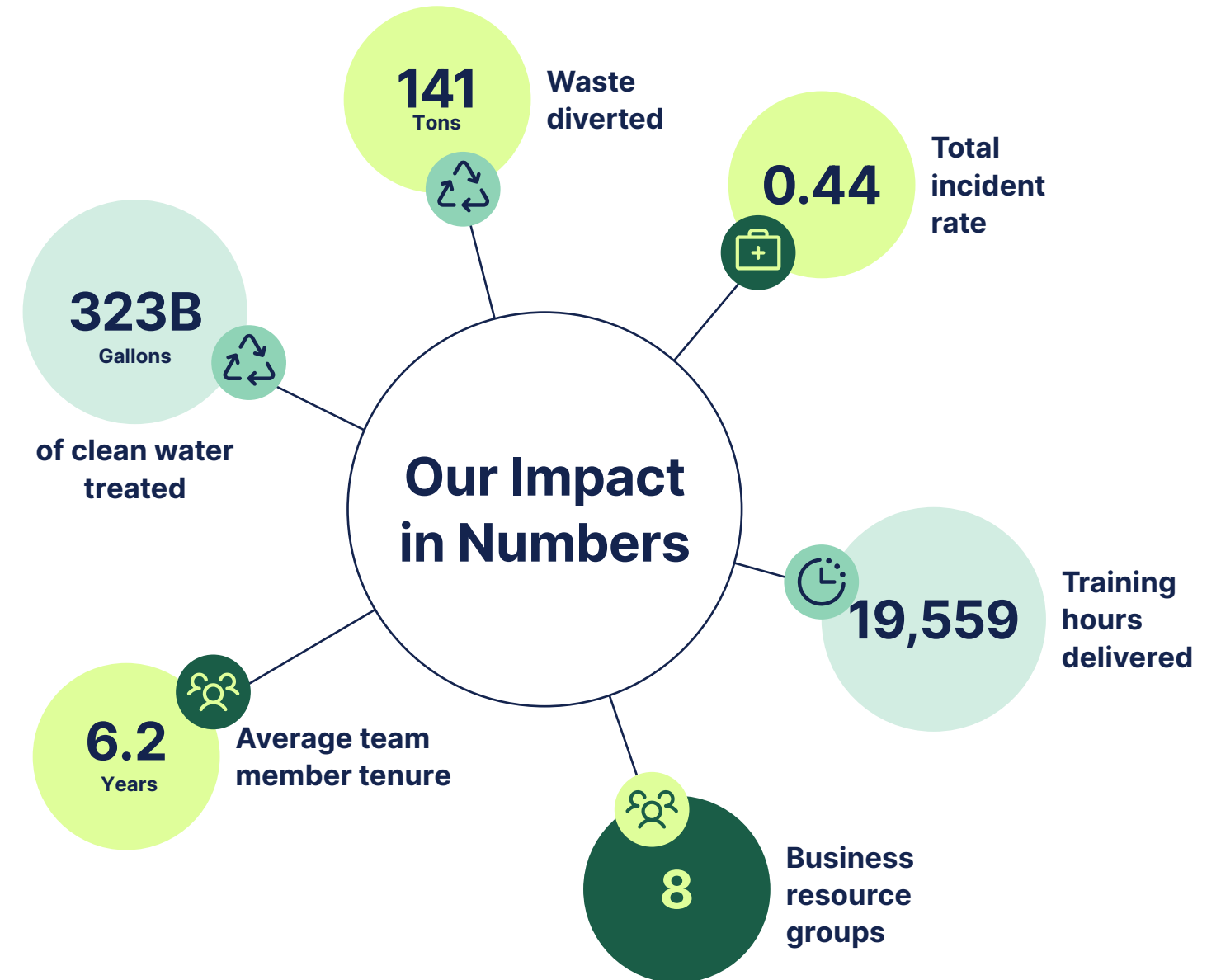
it’s installing solar panels in Brazil or eliminating single-use plastics in Michigan, we’re empowering teams to take ownership of sustainability, while encouraging them to track and share their achievements.

By choosing to publish this report on our impact, we’re holding ourselves accountable. And we’re showing that, just as we help our clients build safer, healthier and more sustainable practices, we’re equally committed to doing the same within our own organization.



Sean Etheridge
Vice President and
Chief Legal Officer

[View LinkedIn Profile](#)



Preparing for our Sustainability Journey

In 2024, we took a decisive step toward formalizing our sustainability and ESG initiatives, reinforcing our commitment to building a healthier community and planet.

ESG Council Launched

To strengthen our governance, we formally established NSF’s ESG Council, sponsored by NSF’s Vice President and Chief Legal Officer. Comprised of 11 business leaders and supported by NSF’s Sustainability Consulting group, the Council convenes quarterly to assess our ESG performance, contribute to multiple reporting requirements and discuss and optimize ESG initiatives across the organization. These discussions enable us to refine our approach, address key challenges and align our efforts with NSF’s overarching sustainability goals.

Benchmarking and Measurement

We began by establishing data baselines across critical areas, including climate, workforce practices and community impact. Our analysis highlighted long-standing strengths in social and governance priorities—hallmarks of a service-based nonprofit—while also recognizing the growing emphasis on environmental sustainability as our laboratories and service reach grows.

Materiality Assessment

We conducted a double materiality assessment (DMA) to pinpoint the ESG areas of highest priority for NSF. The DMA gathered insights from both internal and external stakeholders through interviews, surveys and industry research. This process examined two key dimensions: how NSF’s activities impact the environment and society, and how external ESG factors influence NSF’s financial performance. The material topics we identified (right) form the foundations of our ESG Framework, which will guide our ESG strategy and reporting in the years ahead.

Our Material Topics

Environmental

- Climate and Green House Gas Emissions
- Water Stewardship
- Waste Management
- Energy

Social

- Local/Global Community Engagement
- Employee Health and Safety
- Employee Wellbeing
- Education, Training and Development
- Diversity, Equity and Inclusion

Governance

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



Environmental

As an organization, we recognize that we can achieve more in collaboration with others, whether that be our clients, regulators or agencies. Here's a look at our impact around the world.



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

²Using NSF/ANSI/CAN 60-certified products.

Environmental

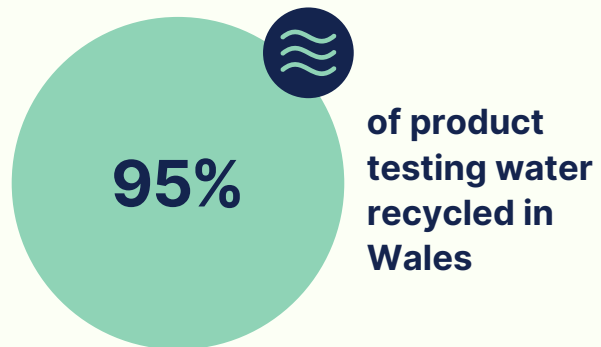


Reducing Our Internal Footprint

At NSF, a key part of our mission is to work with regulators and clients to develop standards and promote best practices that protect the environment. On the following pages, you will discover how we are also working on reducing the environmental footprint of our own operations.

While our physical footprint is modest compared to industries with factories or warehouses, we are committed to amplifying our positive impact by minimizing operational emissions and resource consumption.

We're monitoring a vast array of environmental data to minimize our own impact. From reducing greenhouse gas emissions to minimizing waste and enhancing water recycling in our labs, our teams are focused on developing new ways to support our planet and implement best practices.



CASE STUDY

Commitment to Sustainability in Green Lab Building

NSF's laboratory in Wales exemplifies how science and sustainability can go hand in hand, setting a global benchmark for environmentally responsible innovation.

One of our labs, the mechanical or "mech" lab, has implemented water recycling capabilities to its product testing machinery. Product testing is a driver of water use in the lab, and so water recycling technology has been implemented to enable recycling of approximately 95% of the water used for product testing. Efforts are being made to further understand the full impact of this water recycling model,

and how it might be replicated in other areas to enhance water stewardship.

The lab has also introduced a maintenance program for its heating, ventilation and air conditioning systems. This practical step has enabled the lab to reduce its energy consumption even as testing volumes increased.

Waste management is handled with the same dedication to sustainability. By embracing a circular economy approach, the lab carefully segregates and recycles materials such as paper, glass, metals and batteries.

Our Climate Efforts

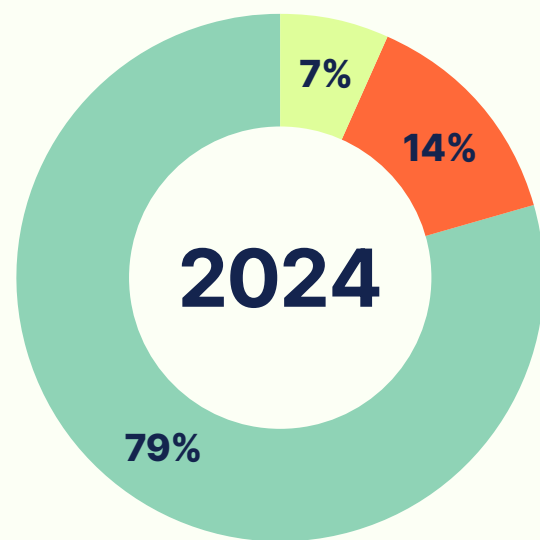
The importance of strong data to guide climate efforts is critical. Toward this end, 2024’s climate data reflects a comprehensive effort refined over multiple years that reliably collects and consolidates electricity, natural gas and other emissions data from our facilities all over the world.

As anticipated, business travel emerged as a significant contributor. Travel by our auditors to conduct onsite client audits accounted for approximately 30% of our Scope 3 emissions. In 2025, we will focus on identifying strategies to lower emissions across all scopes.

2024 was also a milestone ESG reporting year: our first responses were submitted to the leading global ESG reporting frameworks CDP and EcoVadis. These efforts take a standardized look at our climate, water and holistic ESG management systems. The results we obtain will guide strategy in 2025 as we address the most important opportunities in our ESG management with a particular focus on climate emissions and water stewardship.

Global Efforts in Data Collection

One of the key achievements of our sustainability strategy is the successful implementation of a global tracking system to gather data on energy consumption, water usage, waste generation and refrigerant usage. We empower team members with knowledge and a sense of purpose through training on the importance of environmental data collection, providing context on why this information is critical and how it contributes to our broader sustainability goals.



Scope 1, 2 and 3 Emissions

MTCO2e	2024
Scope 1	2,845
Scope 2*	5,824
Scope 3	33,471
	42,140

“As an NSF Climate and ESG Consultant, I am delighted to apply our expertise to help establish a robust ESG strategy for our own operations. It was great to see the energy and enthusiasm of our team members as we engaged them in data collection and brainstorming on resource efficiency strategies.”

NATHALIA DE MACEDO, SENIOR CONSULTANT,
NSF SUSTAINABILITY SOLUTIONS

*Scope 2 emissions reflect electricity use and use location-based accounting.

Water

Preserving water by managing existing supplies efficiently is more important than ever as climate change exacerbates the impact of water scarcity. That's why, in addition to ensuring access to safe drinking water through our services, we prioritize minimizing our own water use.


Our water stewardship efforts focus on reducing and reusing water across our operations, with a particular emphasis on our network of laboratories. Specialized equipment enables us to reuse water for part of our operations, decreasing use of freshwater resources and ultimately climate emissions generated in water delivery systems. Additional responsible management practices also include the secure disposal of chemicals and the mitigation of toxic runoff and hazardous waste within our labs.

Wastewater Treatment in Brazil

NSF Brazil's wastewater treatment initiative—which exceeds local regulatory requirements—showcases our commitment to promoting sustainability through protection of local ecosystems.

In January, our Porto Alegre lab voluntarily launched a project to treat 100% of the wastewater generated at the lab, instead of relying on a septic tank for disposal. In 2024, the lab treated 214,244 gallons of wastewater from toilets, lab sinks, the cafeteria and glassware washing.

Every three months, both the raw and treated effluent are analyzed. After treatment, the effluent is safely discharged into the stormwater drainage system.

 **23M**
Gallons
total water consumption in 2024



Waste Reduction

Our collective waste reduction efforts aim to minimize waste generation and maximize material recovery.

In Europe, there are initiatives in place to repurpose our surplus usable laptops. They are securely formatted using BitRaser and offered to staff at a discount. Older laptops and surplus IT equipment are donated to educational institutions, charities and organizations that can repurpose and recycle IT assets responsibly.

In Brazil, multiple waste reduction initiatives are in place, including a selective collection project, battery collection and dedicated recycling efforts for can rings and PET bottle caps.

In addition, a campaign to save water is in place, promoting mindful consumption of resources.

Waste Management in Canada

Since opening our Guelph office in Canada in 2016, the team has made remarkable strides in waste diversion. Starting with our first waste audit in 2017, we achieved a 14% waste diversion. By the following year, we had already increased it to 61%. Since then, we have consistently maintained a diversion rate above 70%, with our best year in 2022 reaching 90%.

In 2021, our efforts were recognized by the Circular Innovation Council. We achieved Gold Certification as part of the 3RCertified program.

Annual waste audits help identify areas for growth and continuous improvement. Open and proactive communication with key contractors reinforces the integrity of our program and supports our shared commitment to excellence.



141 Tons

**Waste
diverted**



Social

Health, Safety and Wellness

At NSF, we believe our people are our most valuable asset. They drive our business forward with their passion, dedication and hard work. By championing a safe and supportive work environment, we not only meet high standards but empower our employees to thrive.

In 2024, we launched a global Health, Safety, Security and Environment (HSSE) program that embodies our “Goal Zero” mindset—aiming to eliminate workplace injuries and accidents completely.

Our focus goes beyond physical safety. Embracing inclusion is essential to our culture, as reflected in our dynamic Business Resource Groups and the leadership of our Inclusion Executive Council. With more than 3,000 professionals working in 110

countries, we know that celebrating our differences creates a richer, more innovative workplace.

We offer physical and mental wellbeing support through initiatives such as dedicated mental health days, meeting-free Fridays and a comprehensive Employee Assistance Program that support not just professional growth, but also the mental and emotional health of every team member.



Team Health and Safety

At NSF, safeguarding the health of our team members is more than a priority—it’s a responsibility. Guided by our “Goal Zero” mindset, which aspires to eliminate injuries entirely, we are steadfast in our mission to create a culture where safety is paramount.

As a global organization, we navigate diverse legislative frameworks. In every location, we uphold the highest standards, ensuring that our guidelines align with and often exceed the most stringent regulations.

HSSE Program

In 2024, we launched a global Health, Safety, Security and Environment (HSSE) program. This initiative includes the introduction of a dedicated and expanding team that has developed a robust platform for recording and tracking all accidents and near misses. Every month, teams report their safety metrics, allowing us to proactively address risks and implement effective solutions, no matter how small the issue.

We measure our progress against clear safety targets. In 2024, we set an ambitious goal to reduce our Total Recordable Incident Rate (TRIR) below

0.5, which is far below the US national average of 0.8.* We are pleased to share that we achieved a rate of 0.44 across the business, which is a testament to our collective efforts.

Global Safety Manual

In 2024, we distributed our NSF Global Safety Manual to all our team members around the world. The manual covers all aspects of HSSE requirements for labs, offices, onsite, hybrid and remote team members and will be updated annually. It replaces local safety manuals developed by individual teams and will result in a clear, consistent approach to HSSE across the organization.

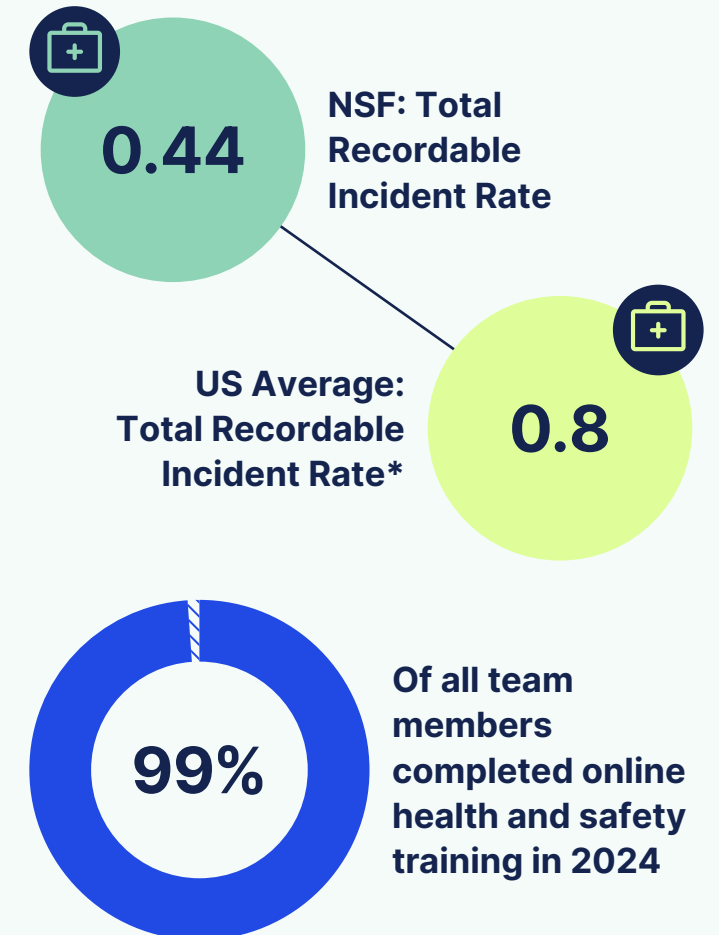
We also delivered online health and safety training to more than 3,000 team members, equipping them with the knowledge and tools to prioritize safety in their daily activities.

Health and Safety Training

120 NSF team members in APAC were trained in basic first aid, CPR and how to help accident victims. The NSF team in India was also trained on fire safety and using fire safety equipment.

“With new resources, training and opportunities to collaborate, we will strengthen our shared commitment to health, safety, security and the environment.”

WENHAI XU, DIRECTOR OF GLOBAL SAFETY



*Across all professional, scientific and technical services in the United States as per available 2023 data: www.bls.gov/iif/nonfatal-injuries-and-illnesses-tables/soii-summary-historical.htm



Team Wellbeing

The physical and mental health and wellbeing of our team members is a top priority. By supporting their wellbeing, through support, benefits and flexible working, we ensure they feel valued and motivated.

World Mental Health Day

For the third consecutive year, we observed World Mental Health Day on October 10, giving all our team members around the world some dedicated time to focus on their wellbeing.

Creating Space for Focus

To encourage balance and enabling our team members the mental space and capacity for focused work, we have implemented a 'Focus Fridays' initiative.

Employee Assistance Program

Our Employee Assistance Program (EAP) provides emotional, financial and legal support services. Global team members and their eligible family members are covered for up to five sessions of counseling per issue, per year. The EAP platform also offers articles, checklists and links to other organizations for help with working, living, balancing, thriving, parenting and aging.

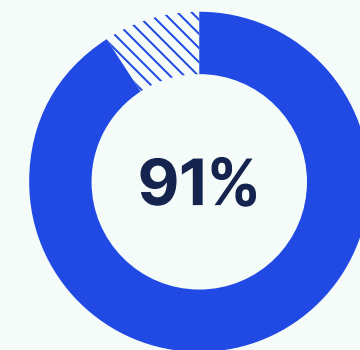
"I am very thankful to work for NSF, which gives mental health a high priority and gives us a day off. I combined yesterday's World Mental Health Day with World Dog Day. My four-legged assistant, Käthe-Fyne, also makes a big contribution to my mental health every day."

FRANCIE NICKEL, CONSULTANT, LIFE SCIENCES



21k+
Hours

Dedicated to mental health



91%
Team eligible for benefits

Social

Supporting Our People

We employ a talented and diverse workforce of more than 3,000 team members around the world. We value everyone’s perspectives and encourage everyone to be their authentic selves at work.

Our culture promotes a healthy and supportive working environment via a range of initiatives, including Business Resource Groups (BRGs), employee development opportunities and celebrations of global and local holidays.

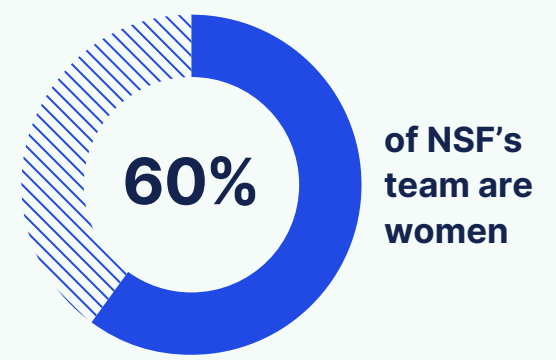
BRGs are voluntary, team-member-led groups that foster inclusion as part of our culture and enable our business results.

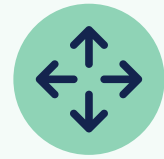
Headed by Pedro Sancha, our President and CEO, the Inclusion Executive Council ensures the success of our inclusion initiatives with each BRG executive sponsor having a seat at the table, driving conversations to ensure inclusion is integrated into our HP² culture.

We currently have eight different BRGs, with around 400 active members in total:

- 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)

Our BRGs drive engagement and build connections across our diverse and international workforce, facilitating innovation and collaboration.



Social

Stakeholder Engagement

NSF is recognized as a global authority in public and environmental health, and this status is reflected by the breadth and depth of our strategic partnerships with academic institutions, professional and regulatory bodies, industry associations, governments and non-governmental organizations around the world.

WHO Collaborating Center

WHO Collaborating Centers are designated by the Director-General of WHO to carry out activities in support of the organization's programs and mandate for international health. NSF has been a WHO Collaborating Center since 1996 and has continuously received designation based on our technical expertise, independent not-for-profit status, commitment to public health and continued support of WHO.

Health Advisory Board

Our Health Advisory Board (HAB) is composed of expert toxicologists and risk assessors from government, academia and industry. The HAB establishes maximum exposure levels for unregulated chemicals that have not been established by the US Environmental Protection Agency, Health Canada or other authoritative health bodies.

Public Health Council

The NSF Public Health Council (PHC) independently reviews and ratifies our standards at the final stage of development, ensuring they protect public health. Members provide guidance to NSF in the design and implementation of conformity and assessment programs in health, technology and environmental health safeguards. To ensure impartiality, PHC membership includes only representatives from government/regulatory bodies, academia, public health and public service; there is no industry representation.

Academic Partnerships

NSF works closely with several international universities, from the US to South Korea. These partnerships ensure scientific expertise informs public health, safety and environmental standards. NSF has a particularly close relationship with the University of Michigan, where NSF was founded in 1944. Our President and CEO, Pedro Sancha, serves on the University of Michigan School of Public Health's Dean's Advisory Board.

TIC Council

NSF is a full member of the TIC Council—an international non-profit association acting as the voice of the testing, inspection and certification (TIC) industry. The Council represents over 100 member organizations across more than 160 countries. NSF President and CEO, Pedro Sancha, is a member of the Council's Global Board and NSF team members collaborate on horizontal and regional committees around the world to advance safety, quality and sustainability.



 **NSF CARES**

Across all NSF hubs, our teams actively engage with the communities they serve. The NSF CARES committee is a dedicated group of volunteers committed to supporting NSF-sponsored social and charitable activities around our main hubs.

Community Engagement

Food Gatherers

NSF volunteers maintain a garden in Michigan where they grow fresh vegetables to donate to Food Gatherers, a charity focused on eliminating hunger. In 2024, they contributed 196 lb of food, and with 61 volunteers and 122 volunteer hours, we helped to pack more than 9,500 lb of food for distribution.

Break for the Homeless

In 2024, NSF CARES joined two Break for the Homeless events at the Robert J. Delonis Center in Ann Arbor, where staff volunteered to serve breakfast. NSF provided the food and coffee, ensuring that over 50 people received a warm meal that day.

Red Cross Blood Drives

We hosted two Red Cross blood drives in 2024, resulting in the donation of over 33 pints of blood, including six Power Reds, where two units of red blood cells were collected from one individual.

Inspiring the Scientists of the Future

More than 100 budding young scientists participated in an exciting day of exploration and education at our annual Bring Your Child to Work Day. From extracting DNA and testing object density to swabbing Petri dishes and making glitter slime, the children experienced science and technology in a fun and interactive way, guided by 40 NSF volunteers.

Fundraising Efforts

In 2024, NSF and our team members collectively raised more than \$110,000 for good causes.

Helping Those in Need

Collaborating with a local bank during the Ann Arbor Art Fair, team members raised more than \$2,500, with an additional \$10,000 from NSF, to benefit the Shelter Association of Washtenaw County. The charity provides shelter and healthcare for adults facing homelessness.

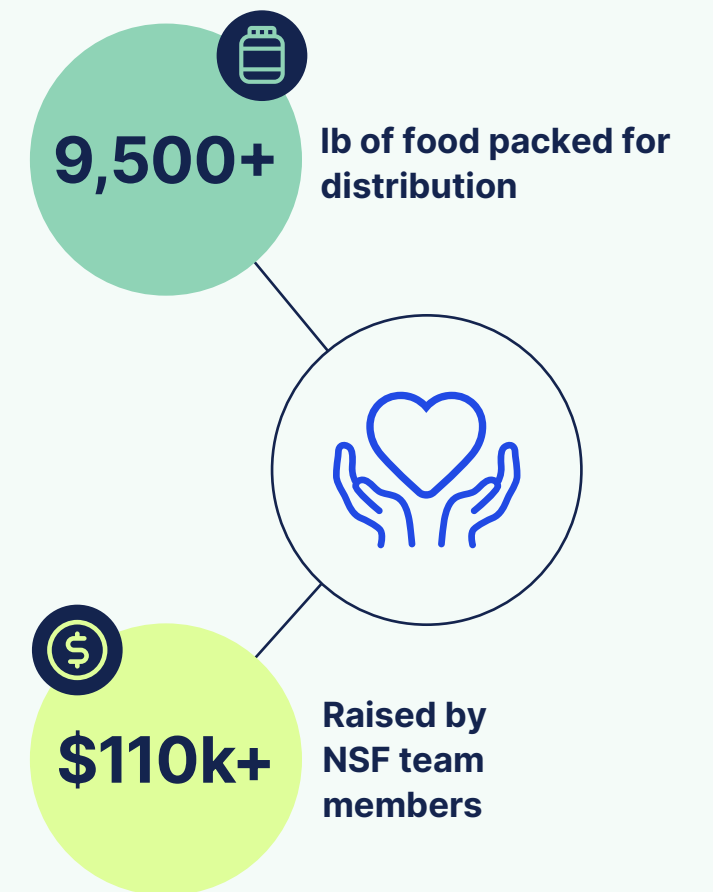
Through our partnership with NAFEM and Feeding America, we matched our Food Gatherers volunteer time with monetary donations totaling more than \$13,500 on behalf of NSF.

In India, NSF donated \$22,000 to the Prime Minister’s National Relief Fund, which supports victims of disasters including fires, floods and earthquakes.

Porto Alegre Flood Support

In May 2024, heavy rains in Brazil resulted in one of the worst floods in the nation’s history in Porto Alegre, where our Brazil laboratory and many of its team members are located. While all were thankfully safe, some lost their homes and faced other

impacts to their livelihoods. The NSF and local leadership teams rallied to support impacted team members, and a combination of corporate and crowdfunding donations totalled more than \$12,000 toward the NSF disaster fund.



Governance



Corporate Governance

As a global public health organization, we operate in a highly complex landscape, collaborating with clients, regulators and partners worldwide.

Our governance committees, policies and procedures form the backbone of our organization, ensuring we can navigate this complexity with transparency, accountability and integrity, maintaining the trust of our stakeholders.

For us, governance goes beyond compliance—it’s about setting the highest standards for ethical decision-making, data security and responsible business practices. It allows us to align our operations with our core values, fostering a culture where our team members feel empowered to do the right thing. Ultimately, governance strengthens our ability to deliver meaningful impact and sustain long-term value for the communities and clients we serve.



We have two independent Boards of Directors—one for NSF International and one for its subsidiary, NSF International Holdings—comprised solely of independent, non-executive directors, except for President and CEO Pedro Sancha. Our Boards provide expert guidance and advice to ensure risks are monitored and strategic goals are set.

The NSF International Board of Directors has formed three committees to assist the Board with meeting its fiduciary duties. Led by its Chair, Elisabeth Hagen, the Governance and Nominating Committee is tasked with overseeing NSF’s ESG strategy and activities and reporting progress to the NSF International Board of Directors.

Vice President and Chief Legal Officer Sean Etheridge is our executive sponsor for ESG. Working closely with the ESG Council, he is the liaison between the SLT, Board of Directors and ESG Council. He ensures clear communication of strategy, objectives and initiatives at all levels.

Comprised of 11 representatives and supported by NSF’s Sustainability Consulting group, the Council’s role includes identifying and addressing emerging ESG topics, streamlining data collection and reporting and setting annual goals to ensure continuous progress.



Cyber and Information Security

At NSF, information and cybersecurity are top shared priorities. As such, our Information Security team collaborates with our Legal and IT Infrastructure teams to ensure compliance with regulatory standards and industry best practices.

Implementing Best Practices

Our ISO/IEC 27001 certification, a globally recognized standard for information security management, underscores our commitment to best-in-class security practices, ensuring that data and information are effectively safeguarded and controlled across every level of our organization. Independent auditors regularly assess our compliance, and clients also conduct audits as part of their due diligence processes.

Raising Awareness

We maintain multiple information security policies based on ISO 27001 standards to ensure awareness of security best practices throughout NSF. Annual employee training reinforces these principles, with a completion target of 98% to account for those on leave, with contractors strongly encouraged to participate. Monthly

phishing simulations test employees' ability to detect fraudulent emails, with additional training provided as needed.

Threat Detection

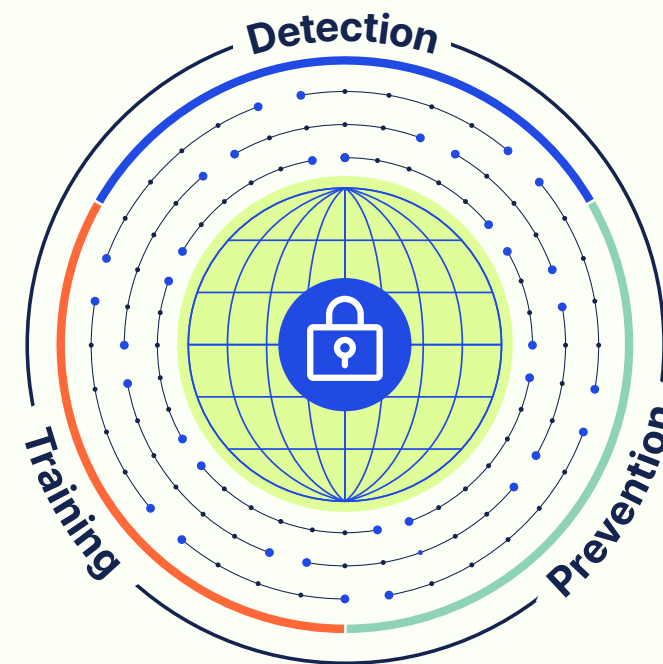
Our managed detection and response service provides real-time threat intelligence and monitoring, proactively identifying cyber risks. Clear communication ensures emerging risks are swiftly identified and addressed. In addition, passwords are regularly updated, multi-factor authentication is enforced wherever possible and devices automatically lock when unattended.

Asset Management

All servers and devices are tagged, monitored throughout their lifecycle and securely disposed of when retired. Only authorized devices can access our systems, and any new access attempts are closely monitored.

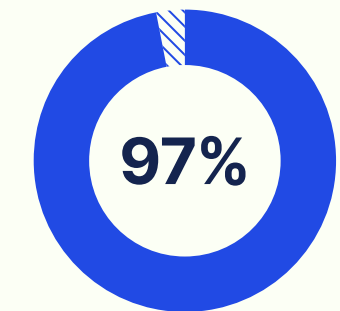
The Strategic Sourcing team ensures all new suppliers processing, storing or accessing NSF confidential data have a risk-based security and privacy assessments.

Data is encrypted, backed up regularly and securely stored off-site for disaster recovery. Employee access is reviewed quarterly, with team leaders verifying and updating permissions. Our incident response and business continuity plans are rigorously tested to ensure effectiveness and identify areas for improvement.



Developing Digital Products

When developing online platforms, apps or digital products at NSF, we apply Security and Privacy by Design (SPBD) principles, embedding security from the start. All code undergoes rigorous internal testing, supplemented by third-party penetration testing to identify vulnerabilities.



Corporate Ethics and Legal Adherence

At NSF, ethics and integrity are a fundamental part of how we run our daily activities.

Code of Ethics

Our Code of Ethics serves as a guiding framework, outlining our unwavering commitment to ethical business practices, scientific and personal integrity, compliance with laws, and fostering a culture of respect and inclusivity. Over the past year, we have enhanced our processes to standardize documentation, evidence collection and investigative procedures, ensuring uniformity across all cases.

To achieve this, we conducted mandatory training for all investigators, focused on the use of EthicsPoint, our case management system. All team members are encouraged to report any concerns via the portal or hotline so that our compliance team can investigate.

All new team members are also required to complete ethics training within 30 days of joining NSF, followed by annual refreshers. These ensure that every team member understands the processes, feels

confident in identifying and reporting concerns and embodies the ethical values that define our organization.

Maintaining Impartiality

Our Compliance and Risk team plays an important role in maintaining the integrity of our operations. As an independent group within the organization, the team operates separately from the rest of the business to preserve impartiality. This independence is essential for maintaining our accreditations because it demonstrates our commitment to operating without bias wherever possible.

The team oversees our quarterly Impartiality Risk Reviews, ensuring that our processes remain fair and unbiased. All business leaders are required to participate in these reviews, providing insights into potential risks and outlining strategies to mitigate or eliminate them.

Audits and Accreditations

Our Quality team is responsible for managing and monitoring our accreditations, ensuring that our operations consistently meet required standards. This involves a rigorous process of both internal audits and external audits conducted by accreditation bodies.

Our internal audits verify compliance with scheme requirements, training protocols, competency benchmarks, testing methods and operational standards, ensuring we comply with accreditation body requirements. This process is supported by dedicated teams to address region-specific requirements.

“We foster an environment where employees feel supported, heard and empowered to raise concerns openly.”

JASON SHIELDS, SENIOR DIRECTOR,
QUALITY, COMPLIANCE AND RISK

Legal Adherence

Our global Legal team continuously monitors regulatory changes across the world to ensure we remain compliant with all relevant local laws.

The legal landscape involves navigating municipal, state, national and international bloc regulations, making this an ongoing, dynamic task. Our Legal team oversees these efforts, coordinating with external legal professionals in various regions to maintain close, real-time oversight of regulatory changes in the areas where we operate.



Governance



Financial Controls and Compliance

At the core of our financial governance strategy is a commitment to transparency, accuracy and compliance. To uphold these principles, we implement rigorous external and internal auditing measures that safeguard financial integrity and minimize risk.

Each year, Deloitte conducts a full US GAAP-based (Generally Accepted Accounting Principles) consolidated audit, ensuring our financial statements are accurate and transparent. This audit is entirely external and independent, reinforcing our commitment to accountability. Additionally, we undergo statutory audits in key markets.

Internally, our auditing process is led by Plante Moran, a firm with extensive international expertise. Each year, they conduct a thorough risk assessment at up to six NSF locations, identifying any potential risks that could compromise financial integrity. Plante Moran provides a draft report to each location,

highlighting gaps and requiring a clear remediation plan with deadlines. This ensures proactive management of financial risks. In 2025, a remediation audit will be conducted to verify that all identified gaps have been addressed.

Our stringent risk control framework spans every major account within our financial statements, ensuring the accuracy and reliability of our financial data. These controls not only minimize the risk of fraud but also reinforce a culture of accountability. By clearly communicating the presence of monitoring mechanisms, we create an environment where ethical financial practices are the standard.



Governance



Supply Chain Management

At NSF, we are committed to formalizing and strengthening our supply chain management processes to ensure greater transparency, accountability and security, while maintaining strong collaboration with our vendors.

Careful supplier onboarding is a key attribute of our supply chain management. As part of this process, detailed questionnaires are distributed to all vendors. These help us to gather comprehensive information about their practices—including team composition—so we gain a deeper understanding of our supply chain and promote responsible sourcing.

This enables us to choose suppliers carefully and ensure ethical processes are followed, in line with our Global Procurement Guide.

To further enhance supply chain security, our Supplier Security Policy integrates robust information security requirements into contracts and statements of work.

Looking ahead, we are preparing to launch a new supplier management system in 2025. This system will streamline operations, improve data accuracy, and strengthen our ability to manage vendors responsibly, reinforcing our commitment to transparency and excellence in supply chain management.



2025 in Focus

While the achievements of 2024 have been noteworthy, we're not an organization known for resting on its laurels. Join us as we take a look at our plans for the next 12 months.



2025 in Focus

Our Vision for the Future



As NSF celebrates 80 years of improving public health, President and CEO Pedro Sancha reflects on the organization's proud legacy and shares our ambitious plans for the future.

For more than 80 years, NSF has been a steadfast force behind advancing public health by ensuring the safety of food, water and health products, which we consider our core areas of expertise. Looking forward, we will continue to adapt in order to advance our mission and help our clients thrive in a rapidly evolving world.

From the impact of climate change to the emergence of new contaminants, increasing consumer awareness, disruptive technologies and the shift toward

de-globalization and deregulation, the stakes for public health are becoming increasingly complex.

In the year ahead, we will focus on accelerating growth by supporting our clients as they navigate these changes and continuing to build trust in products that are essential to a healthy life. We will do so by harnessing the power of innovation and technology, empowering our global teams and building a nimble and scalable operating platform.

Building Trust Through Innovation and Partnerships

At NSF, we approach public health as a team sport, a principle instilled by our founders. We have always built bridges—between governments, businesses and consumers—creating trust and facilitating partnerships that lead to a safer and healthier world. From collaborating with the US EPA on PFAS detection methodologies and the European Union on the Green Claims directive, to working with governments in Asia to develop local food and water equipment standards, and supporting major food retailers and supplement manufacturers, we will continue to be the “glue” between consumers, regulators and the industry.

Our focus will remain on fostering these partnerships while pushing the boundaries of science and innovation. For instance, we are working on developing new water standards to address the presence of nano-plastics in our water distribution systems. Additionally, we are partnering with food brands to help them mitigate the risks posed by climate change, identify new contaminants of concern (such as heavy metals and toxins), eradicate modern slavery and promote animal welfare across their supply chains.

Leveraging our Glocal Approach

While our expertise is rooted in global standards, we understand that public health solutions must be tailored to local contexts. That's why at NSF we have adopted what we call a “glocal” model that builds on our global brand and best available science while leveraging our experts on the ground to support both domestic and export-oriented clients in bringing their products to market.

Whether it's developing a China-specific organic food certification program, localizing food and water equipment testing capabilities in Europe and Asia, or supporting fishery operations in Latin America, we will be working with our clients to support the production and distribution of products that are essential to human health.

“We will rise to meet the challenges of tomorrow, ensuring safe and sustainable food, water and health products for generations to come.”

PEDRO SANCHA, PRESIDENT AND CEO

And in addition to localizing standards, investing in our global network of laboratories and launching new certification programs, our consulting teams stand ready to help our clients navigate an increasingly fragmented and complex regulatory landscape and shifting consumer preferences.

Deploying Technology to Scale Up our Impact

In 2025, we will deploy significant investments to digitize our operations and improve client and team-member experience. A key focus will be to roll out best-in-class enterprise platforms across our commercial and laboratory operations in order to replace manual processes, reduce turnaround times and increase capacity.

We will also be adding new functionalities and improving the user experience of our client portal, NSF Connect. Additionally, we will leverage AI-based tools to augment our deep subject matter expertise and deliver new insights to our clients. For instance, we recently launched Specialist Market Insight in collaboration with RegASK to help our clients navigate the increasingly complex food regulatory landscape.

We will also leverage AI internally to unlock operational efficiencies and improve team member experience across our audit and laboratory operations.

Bridging Purpose and Performance

As we turn the page on NSF's 80th anniversary celebrations, I feel immense pride in what we've achieved. Yet, the question isn't just where we've been, but where we go next. And while the world seems more complex than ever, I approach the future as NSF's "Chief Optimist."

To achieve our strategic and growth ambitions, we're building what I call an "HP Squared"—High Purpose and High Performance—organization. This initiative integrates our mission-driven culture with a commitment to client service, operational excellence and financial discipline, ensuring we scale our impact effectively.

In practical terms, this means deploying targeted investments in our global operational and commercial capabilities, data and technology infrastructure, while continuing to drive utilization and building scalable back-office operations. All these will

be supported by a culture of innovation and One-NSF that brings the full breadth and depth of NSF capabilities to our clients.

One thing that was very clear to me from my first day as CEO of NSF is that, as a professional services organization, our people are our most important asset. So, our number one priority in 2025 will be to continue to attract, retain and develop world-class talent and create a culture where our team members can continue to thrive and grow while making a lasting impact in the world.



Appendix:

Leadership Awards Accreditations

Board of Directors

The NSF International Board of Directors provides guidance and oversight to our executive team, bringing a wealth of experience and expertise to the organization. With their support, we remain focused on advancing our mission, executing our strategy and optimizing our operations. In 2024, we welcomed two new members – Dean Bergy and Nancy Lurker.

“Dean Bergy and Nancy Lurker are welcome additions to our Board of Directors. They each bring decades of leadership experience in the life sciences industry to NSF.”

PEDRO SANCHA, PRESIDENT AND CEO, NSF



Thomas Glasgow, Jr.
Board Chair

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



Pedro Sancha
President and CEO



Dean Bergy
Audit and Finance Committee Chair

Chief Financial Officer, Stryker Corporation (retired).



Elisabeth Hagen, MD
Governance and Nominating Committee Chair

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



Ethelbert Williams
Human Resources Committee Chair

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



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.



John Graham, PhD
Governance and Nominating Committee

Dean, School of Public & Environmental Affairs, Indiana University.



Nancy Lurker
Governance and Nominating Committee

Chief Executive Officer, EyePoint Pharmaceuticals (retired).



Joan Menke-Schaenzer
Audit and Finance Committee

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

Executive Team

Our Executive Team leads the development and execution of our organizational strategy, ensuring that every aspect of our operations aligns with our mission and supports the achievement of our goals.



Pedro Sancha
President and CEO



Jose Luis Borrero
SVP and Chief Financial Officer



Mel Cash
VP and Chief Commercial Officer



Sean Etheridge
VP and Chief Legal Officer



Cynthia Kadela
VP and Chief People Officer



Scott Morris
SVP International Markets and Laboratories



Jeff ("JD") Deming
VP Life Sciences



Steve Haan
VP Water



Sarah Krol
VP Food and Nutrition



Chris Malone
VP Food Service and Enterprise Solutions



Dave Purkiss, VP Water, will retire in April 2025. Steve Haan succeeds Dave as VP Water, effective January 1, 2025.

Dave joined NSF in 1987 when NSF had 80 staff and one building. During his impressive tenure, NSF's Water division has enjoyed considerable success and growth, particularly during his seven years as its leader. It is with great appreciation and thanks that the NSF community wishes Dave the very best for his retirement.



Celebrating Excellence in Health and Safety Leadership

At NSF, we're proud to honor the contributions of individuals and organizations at the forefront of improving planet and human health by bestowing The Snyder Award to a worthy candidate every year.

In presenting this accolade to pioneering changemakers, we not only recognize their dedication and hard work but also support their future efforts while encouraging others to follow their example.

The Walter F. Snyder Environmental Health Award, established in 1971, pays tribute to Walter F. Snyder, the co-founder and first executive director of NSF. Jointly presented by NSF and the National Environmental Health Association (NEHA), it celebrates the efforts of individuals who drive advancements in environmental and public health.

The winner of the 2024 award, Timothy Hatch, MPA, REHS, exemplifies the characteristics of this award. As District

Health Administrator for the State of Alabama Department of Public Health, he leads a team of 300 professionals and addresses critical environmental and public health challenges affecting 709,000 people across 7,300 square miles.

His leadership extends globally through collaborations with the International Federation of Environmental Health, the United Nations and the World Health Organization. In 2022, Tim engaged with the United States Congress to advocate for environmental health funding as part of the Pandemic and Hazards Preparedness Act, demonstrating a profound and lasting impact on public health across the US.



Image Left to Right: Pedro Sancha, President and CEO, NSF; Timothy Hatch, District Health Administrator for the State of Alabama Department of Public Health and winner of the Walter F. Snyder Environmental Health Award; Dr David Dyjack, CEO, National Environmental Health Association (NEHA)

Our Accreditations

Our extensive portfolio of accreditations reflects our expertise and commitment to excellence. These accreditations validate the competence and impartiality of our services while ensuring compliance with rigorous 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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