






# 2021 Sustainability Report



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From Our CEO



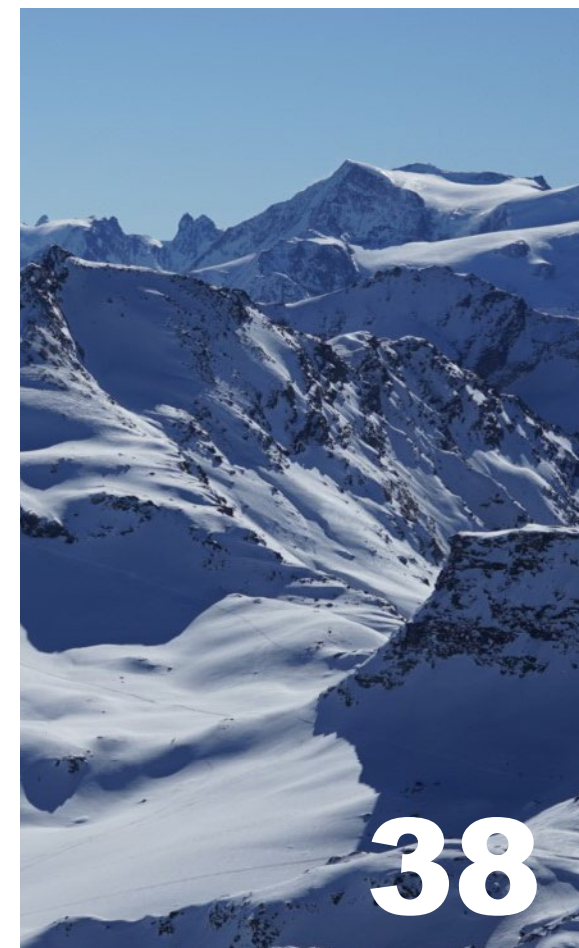
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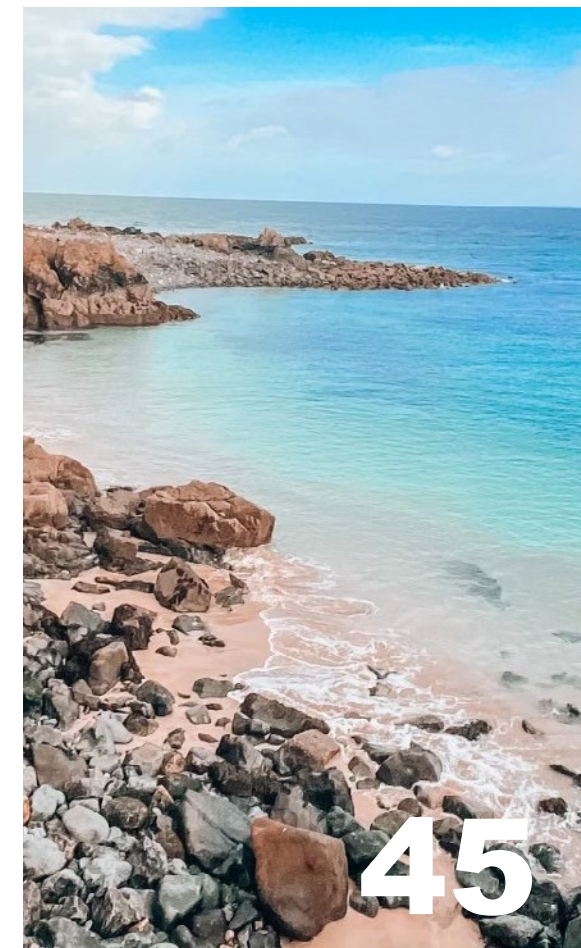
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## From Our CEO



It is an honor to share Danaher's 2021 Sustainability Report with you. As I reflect on the past year, I'm incredibly proud of our team's adaptability and resilience as we responded to the unique challenges of a global pandemic without compromising our sustainability commitment. We contributed directly to the worldwide fight against COVID-19, and our associates demonstrated tremendous dedication as they turned challenges into impactful opportunities to help our customers and the global community.

In recent years, the increased urgency for bold leadership around diversity and inclusion (D+I) and climate change has inspired us to aim even higher with our sustainability goals. As with all our endeavors at Danaher, the spirit of continuous improvement that's at the heart of the Danaher Business System (DBS) has motivated our pursuits and helped us positively impact the world around us in meaningful ways.

At Danaher, we view sustainability as a fundamental responsibility and an increasingly important strategic priority that touches every aspect of our business. To us, sustainability is a commitment to **Helping Realize Life's Potential** for generations of stakeholders—considering the long-term interests of our associates, customers, shareholders, business partners, communities and planet in everything we do. With DBS as our driving force, we have made measurable progress across our three sustainability pillars: the **Innovation** that fuels world-shaping advances across an array of scientific disciplines; the **People** at the heart of our teams, along with their families and communities; and the **Environment** that sustains us.

### Innovation

**Innovation Defines Our Future**, one of our five Core Values, inspires us to be a force for good as we solve our customers' most complex challenges. This was at the forefront of our COVID-19 response, as our teams acted quickly to launch new diagnostic tests, help customers develop and produce new vaccines and therapeutics in record time, and rapidly expand production capacity to meet increased demand. At the same time, we continued to invest for the future across our businesses, focusing our innovation efforts on new technologies and solutions in anticipation of the challenges our customers will encounter. Across Life Sciences, our innovative offering is helping drive a revolution in biology that holds the promise of making more life-saving treatments available to more patients by applying scientific and technological breakthroughs at scale. Our Diagnostics businesses are unified around making a difference in acute care, empowering clinicians with the tools they need for faster, more accurate diagnoses to drive better patient outcomes. And in Environmental & Applied Solutions, our businesses are focused on protecting the world's most precious resources.

At Danaher, our world-shaping innovations are the product of a rigorous model and toolset we call the **DBS Innovation Engine**, a clear methodology to develop, protect and measure the impact of our growing body of intellectual property. Our strength in replicable processes helps us ensure a systematic approach to ongoing innovation at Danaher while fostering the necessary flexibility for creativity and disruptive ideas. We are also investing in cultivating top research and development talent and building a strong scientific community within Danaher. Dr. Jose-Carlos Gutiérrez-Ramos joined us in

December 2020 as Chief Science Officer to elevate our science and technology capabilities at all levels and lead our newly-formed Scientific Advisory Board, which is comprised of globally renowned scientists including two Nobel laureates. This combination of top-caliber expertise and rigorous processes gives me great confidence in our ongoing ability to deliver impactful breakthroughs across our businesses.

### People

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Our people are at the heart of everything we do. They are the lifeblood of our culture and our competitive advantage, as expressed in our core value **The Best Team Wins**. We believe that the best team is a diverse and engaged one, where each team member is inspired to do their best work and feels a powerful sense of belonging. Though our D+I journey is by no means new, its importance continues to grow. In last year's Sustainability Report we included quantitative targets for our diversity representation, and based on our continued progress we are increasing our 2025 goal for U.S. People of Color to 38% from 35%. This year's Report reflects even greater transparency in our diversity metrics and our commitment to human rights. You will see our new policy statement on human rights as well as new D+I metrics and data that we are publicly disclosing for the first time, with a particular focus on diversity representation and pay equity. We are also taking a closer look at how engagement and promoting leaders from within can help us build and strengthen our winning team.

We have made progress, especially at the leadership level, but the diversity of our overall associate population has not yet met our aspirations. To achieve this, we are pursuing a D+I breakthrough across the entire Company. At Danaher, when we reach for bold objectives that we care deeply about, we turn to Policy Deployment (PD), a DBS tool that helps our operating companies determine their critical few Improvement Priorities and create new, sustainable processes to execute their strategic action plans. I'm pleased to announce that beginning in 2021, all Danaher operating companies have added D+I as a PD initiative to catalyze sustainable progress toward achievement of our goals and enhance our competitive advantage.

### Environment

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Across Danaher, we have long considered the environmental impact of our products and operations. Our planet is facing unprecedented environmental challenges, and we are acutely aware of our role in helping conserve and protect our precious natural resources and mitigate the effects of climate change. Our new [Sustainability Policy](#), detailed in the pages that follow, articulates Danaher's expectations and requirements around mitigating our environmental impact—including our commitment to leverage DBS to support our environmental program and goals.

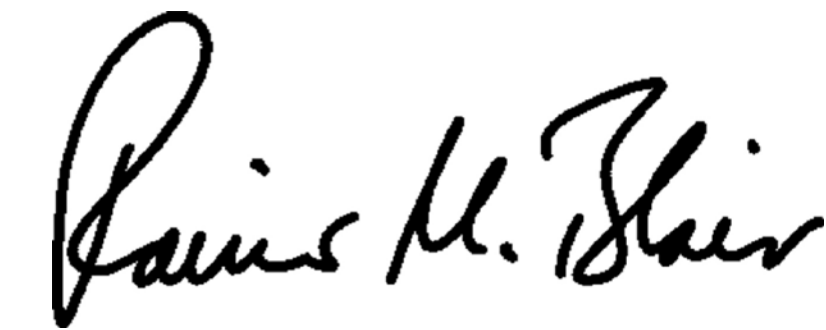
Our deep commitment to continuous improvement compels us to take meaningful actions that benefit the greater good and to fulfill our obligations as global stewards of the environment. As we seek to make measurable progress on this front, we are fortunate to have DBS as our driving force. In 2020, we announced our goals to reduce our energy consumption and greenhouse gas emissions, and the percentage of non-hazardous/non-regulated waste sent to landfill or incineration—each by 15% by the year 2024. To help operationalize these improvements across our businesses, we have broadened the application of our DBS energy management and waste reduction toolkits. We believe that setting explicit goals provides the transparency and accountability necessary to drive meaningful change, and we'll continue to prioritize measurable progress across the many facets of our environmental stewardship.

### In Closing

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Every day across Danaher, we strive to positively impact the world around us in meaningful ways. We feel a strong sense of responsibility to do just that and see tremendous opportunities across our three pillars of sustainability: **Innovation, People** and the **Environment**. When we bring together our innovative portfolio, the dedication of our passionate people, and our deeply ingrained commitment to continuous improvement, our potential to create a better world is limitless.

Thank you for your partnership in *Helping Realize Life's Potential* now and for generations to come.



Rainer M. Blair  
President and CEO



# Helping Realize Life's Potential



*Kite Flying in Tofino, British Columbia by Neil Abhyankar, Leica Biosystems associate*

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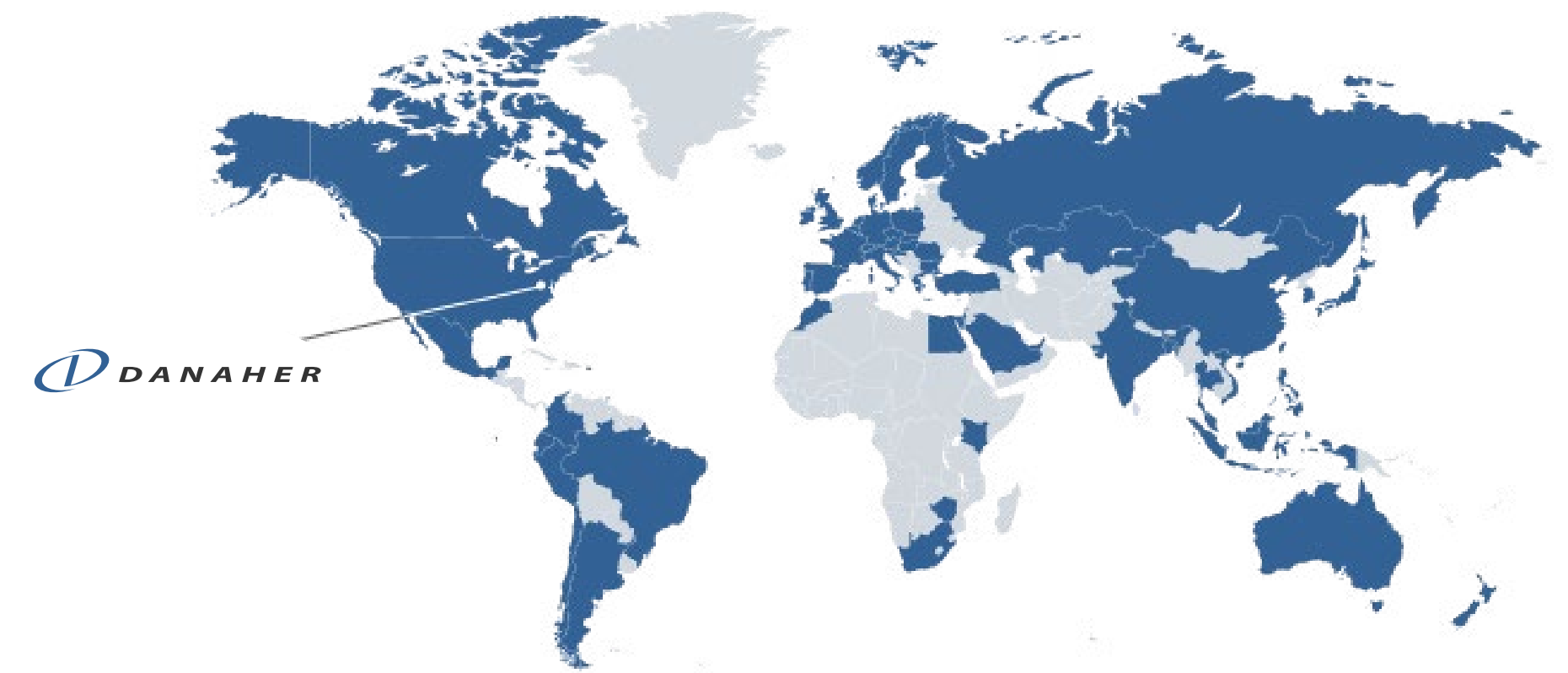
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Danaher is a global science and technology innovator committed to helping customers solve complex challenges and improving quality of life around the world.

We enable meaningful innovation in some of today's most dynamic, fast-growing industries. Our groundbreaking global businesses transform the fields of life sciences, diagnostics, water quality and product identification.



## 2020 Highlights

Danaher Revenue **\$22.3 Billion**

Associates **69,000**

Operating Companies **20+**

Life Sciences Revenue **\$10.6 Billion**

Diagnostics Revenue **\$7.4 Billion**

Environmental & Applied Solutions Revenue **\$4.3 Billion**



# Our Story

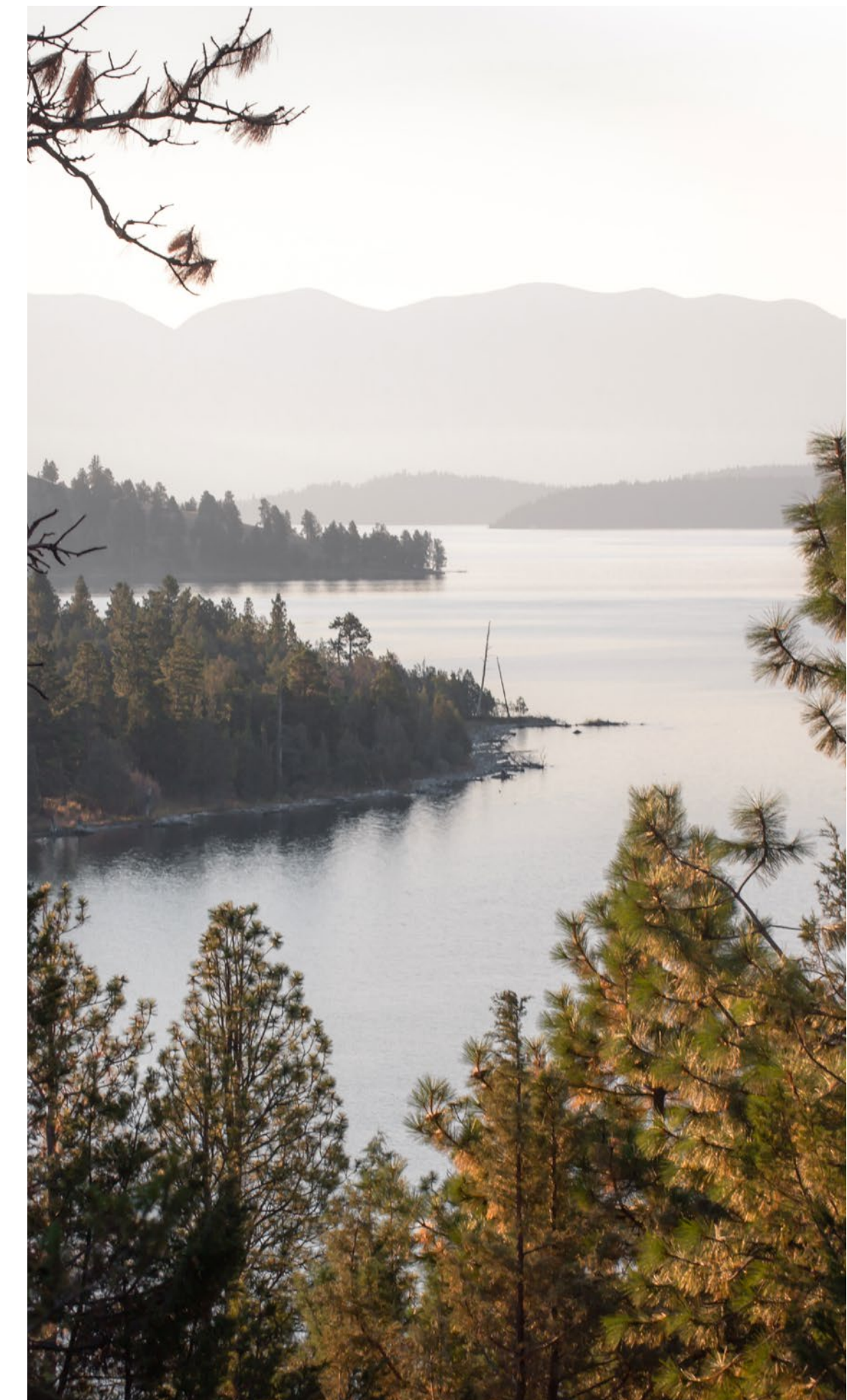
Danaher takes its name from a tributary of the South Fork Flathead River in western Montana. In the early 1980s, this was the setting for the fishing trip where Steven and Mitchell Rales envisioned a new kind of manufacturing company—one dedicated to continuous improvement and customer satisfaction. The root “Dana” is an ancient Celtic word meaning “swift flowing,” an apt descriptor for the nimble mindset and rapid flow of innovation that have defined Danaher for decades.

Danaher was established in 1984 and initially consisted of a group of discrete, manufacturing businesses. Soon thereafter, it was one of the first companies in North America to adopt kaizen, the Japanese business philosophy of continuous improvement. The practice led to the development of the [Danaher Business System](#) (DBS) and continues to guide our culture, at the heart of Danaher’s five Core Values.

Starting in the mid-1990s, Danaher organized its businesses around strategic platforms with sustainable competitive advantages in sizable global markets. Over the next decade Danaher established leadership positions in the sectors that define it today, beginning with water in 1998 and followed by product identification (2001), diagnostics (2006) and life sciences (2009).

Today, Danaher is a science and technology innovator committed to helping our customers solve complex challenges and improving quality of life around the world. A global family of more than 20 operating companies, our groundbreaking businesses transform the fields of life sciences, diagnostics, water quality and product identification by:

- **Helping** scientists around the world work at a molecular level to understand chronic disease and infection, develop and produce new therapies and test new drugs
- **Providing** critical tools and software for clinicians to safeguard patient health, improve diagnostic confidence, and enhance patient care
- **Ensuring** the freshness and safety of food, pharmaceuticals and consumer goods
- **Protecting** our global water supply and promoting environmental stewardship



Sunrise at Flathead Lake, Montana by Jake Johnson, Hach associate



# How We Work

## Our Shared Purpose

Our Shared Purpose—*Helping Realize Life’s Potential*—is our inspiration for everything that we do. Our innovations solve customers’ most complex problems, address emerging societal challenges, enable greater access to healthcare, and help ensure a cleaner, safer environment.

*“We are a purpose-led, high performing team driven by the power of the Danaher Business System. With a strong foundation built on a commitment to integrity, compliance and sound governance, Danaher strives to help realize life’s potential for all our stakeholders.”*

RAINER M. BLAIR, PRESIDENT & CHIEF EXECUTIVE OFFICER

## Our Core Values

From supporting our customers and creating tomorrow’s breakthrough innovations to developing diverse teams and delivering long-term shareholder value, our Core Values guide us in our pursuit to make each day better than the last:

- The Best Team Wins
- Customers Talk, We Listen
- Kaizen Is Our Way of Life
- Innovation Defines Our Future
- We Compete for Shareholders

## The Danaher Business System

The Danaher Business System (DBS) has been the foundation of our performance and culture since our Company’s earliest days. The world—and our portfolio of businesses—has changed meaningfully since then, and our DBS tools and processes have evolved along with it. In the spirit of continuous improvement, we seek to always enhance and optimize DBS to ensure that we are best serving all our stakeholders.

Guided by our Core Values and inspired by our Shared Purpose, DBS drives a continuous cycle of innovation and improvement. It helps us navigate our toughest challenges, deliver innovative products and solutions, grow our businesses and develop the very best teams. DBS is who we are and how we do what we do.



Bee on an Apple Blossom by Jessika Schugardt, OTT HydroMet associate



# Sustainability at Danaher

## Sustainability Mission Statement

Our Sustainability Mission Statement articulates what sustainability means to Danaher and the important role it plays in our work:

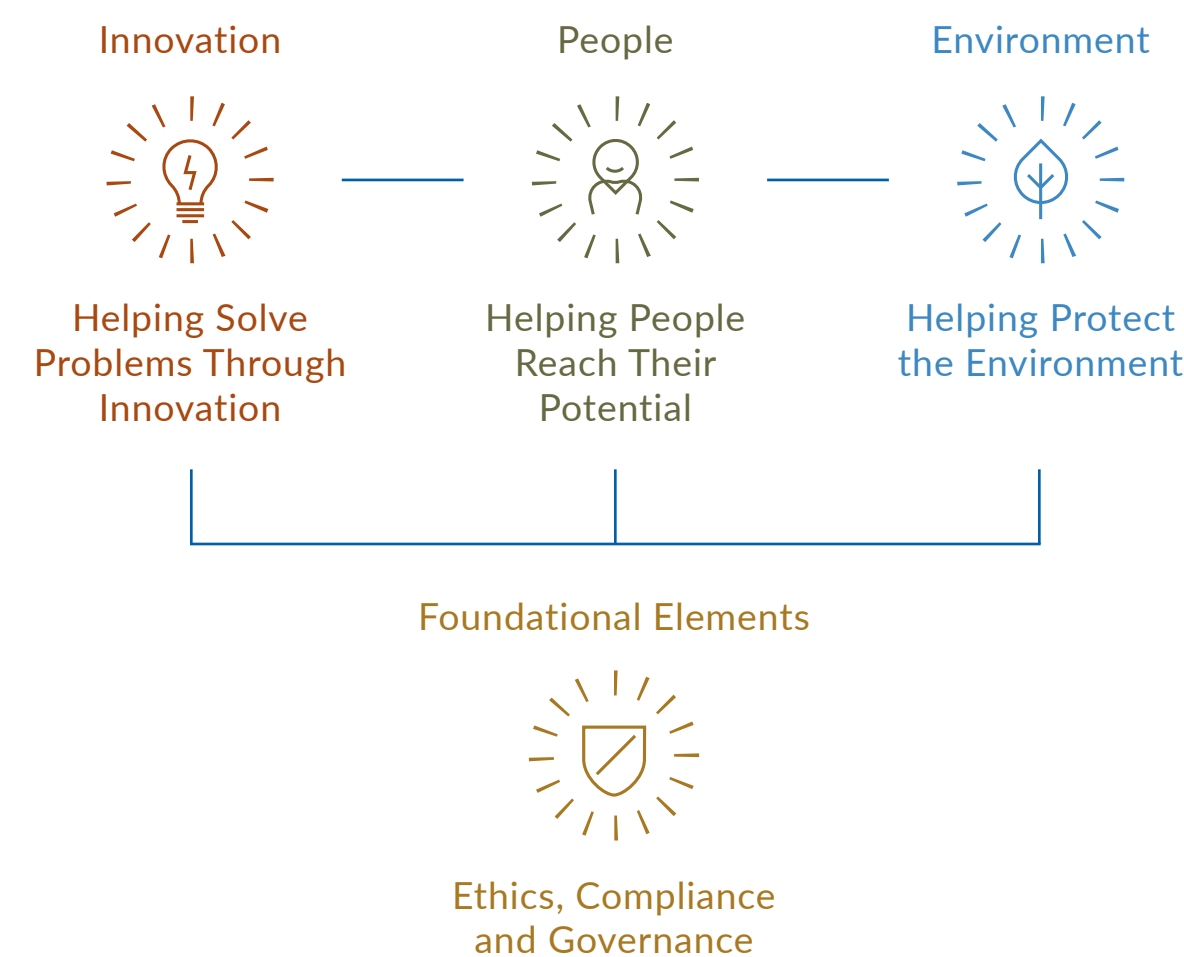
<p><b>WHAT IT IS</b></p> <p>For us, sustainability means a commitment to considering the long-term interests of our associates, customers, shareholders, business partners, communities and our planet in everything we do.</p>	<p><b>WHY WE DO IT</b></p> <p>We are committed to helping generations of stakeholders realize life's potential. When we bring together our innovative portfolio, the dedication of our passionate people and our deeply ingrained commitment to continuous improvement, our potential to create a better world is limitless.</p>
<p><b>HOW WE DO IT</b></p> <p>We drive sustainability improvements through people, process, technology and – above all – through DBS.</p>	<p><b>WHERE WE DO IT</b></p> <p>We drive and sustain sustainability improvements throughout our areas of impact, including with our customers and in our commercial organization, supply chain, operations, workplace, communities and environment.</p>

## Sustainability Policy

Our [Sustainability Policy](#) explains how our commitment to sustainability flows naturally from our Shared Purpose and our Core Values and addresses our expectations and requirements with respect to key dimensions of sustainability.

## Sustainability Strategy and Pillars

We believe in harnessing Danaher's scale and resources to drive company-wide sustainability initiatives while empowering our operating companies to pursue sustainability in ways that best fit the needs of their particular stakeholders. With this framework in mind, we have developed a sustainability strategy based on our Shared Purpose and Core Values, and organized around three pillars:



A foundation of integrity, compliance and sound governance, which we refer to as the Foundational Elements of our sustainability program, underpins these three pillars.

These pillars are based on the intersection of Danaher's key strategic and sustainability goals, which were identified through a materiality

assessment conducted in 2017 with the support of an outside consultant. The materiality assessment collected feedback from a range of internal and external stakeholders and extensively benchmarked peer best practices. We expect to complete a refreshed materiality assessment by the end of 2021 and are committed to periodically refreshing it in the future. For more detail regarding our regular cadence of stakeholder engagement, please see "Stakeholder Engagement Program."

## Sustainability Oversight

At the Board level, Danaher's Nominating and Governance Committee oversees our sustainability program as set forth in the [committee's charter](#). Each of the Board of Directors and the Nominating and Governance Committee reviews our sustainability program at least annually.

At the management level, Danaher's Senior Vice President and General Counsel, who reports directly to our President and CEO, oversees our sustainability program and the Sustainability Committee, and is responsible for reviewing and approving Danaher's Sustainability Reports.

Danaher's Sustainability Committee is responsible for developing and overseeing the execution of our sustainability strategy. The Committee is comprised of representatives from each of our business platforms, and the human resources (HR), environmental health and safety, D+I, DBS, procurement, communications, investor relations and legal functions.



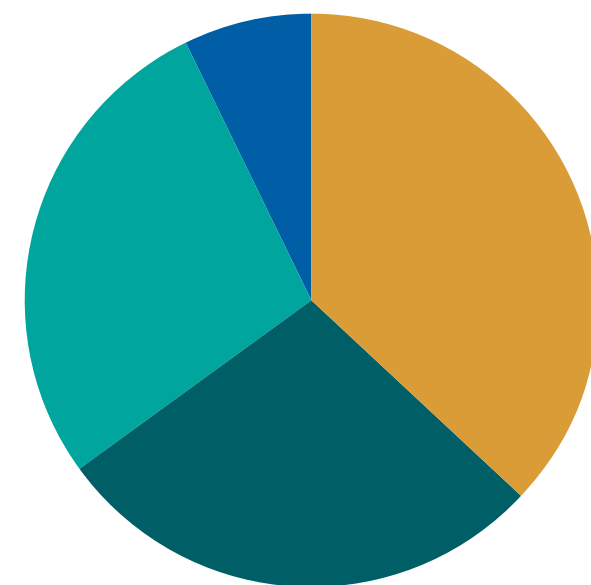
# Our Businesses

## Life Sciences

Every day, scientists around the world work to understand the causes of disease, develop new therapies and vaccines, and test new drugs. Our Life Sciences businesses make this leading-edge scientific research possible. Our capabilities extend beyond research to power the creation of biopharmaceuticals, cell and gene therapies and other breakthrough treatments to advance patient health and improve treatment outcomes.

2020 Revenue

**\$10.6 Billion**



### Geographic Mix

- NORTH AMERICA: 37%
- WESTERN EUROPE: 28%
- HIGH-GROWTH MARKETS: 28%
- OTHER DEVELOPED MARKETS: 7%

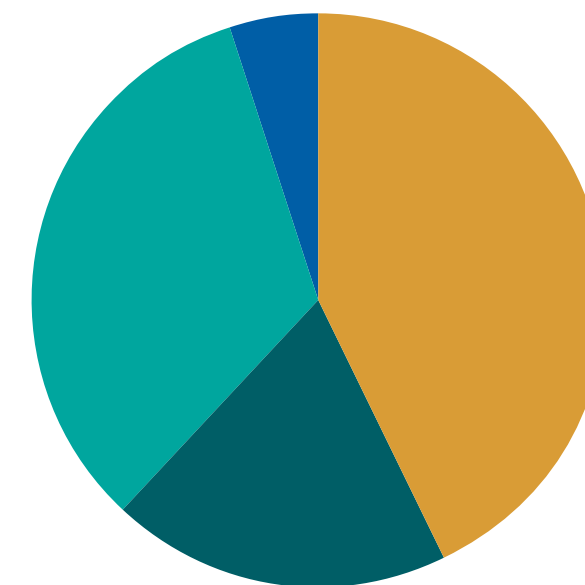


## Diagnostics

Our Diagnostics businesses provide clinical instrumentation, consumables and software to help healthcare professionals safeguard patient health and improve diagnostic confidence wherever health care happens—from clinics and physician’s offices to leading trauma, cancer and critical care centers. Our instruments, data access solutions and management systems improve efficiency and automate workflows in laboratories, helping healthcare professionals provide better patient care.

2020 Revenue

**\$7.4 Billion**



### Geographic Mix

- NORTH AMERICA: 43%
- WESTERN EUROPE: 19%
- HIGH-GROWTH MARKETS: 33%
- OTHER DEVELOPED MARKETS: 5%





## Environmental and Applied Solutions

From innovative consumer packaging to drinking water purification, our Environmental and Applied Solutions (EAS) businesses help protect precious resources and keep our global food and water supplies safe. EAS is comprised of two platforms: Water Quality and Product Identification.

### Water Quality

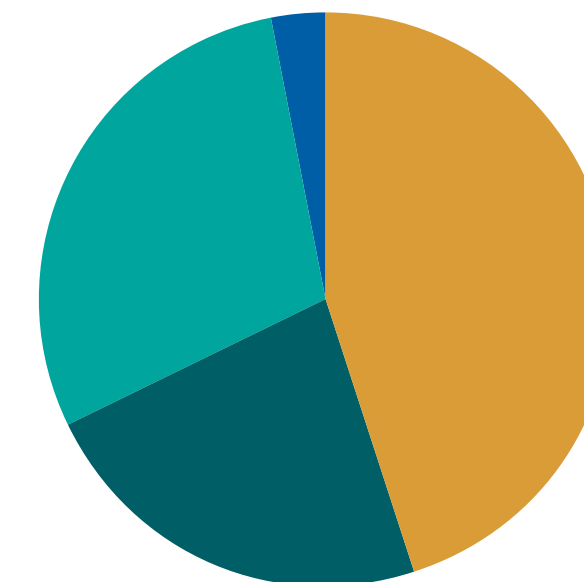
As the world's population increases, so too does the demand for our most precious resource: water. Our Water Quality businesses help protect the global water supply and ensure environmental stewardship. We deliver precision instrumentation, advanced purification technology, software and treatment solutions to help analyze, disinfect and manage the world's water across environmental, municipal, commercial and industrial applications.

### Product Identification

Every day, we trust packaging to ensure freshness, consistency and authenticity of products around the world. Our Product Identification businesses provide color management, packaging design, and marking and coding technologies used to help protect the world's food supply, secure pharmaceutical packaging and track consumer goods. This is complemented by comprehensive digital tools and software solutions that help our customers bring more products to market.

## 2020 Revenue

# \$4.3 Billion



### Geographic Mix

- NORTH AMERICA: 45%
- WESTERN EUROPE: 23%
- HIGH-GROWTH MARKETS: 29%
- OTHER DEVELOPED MARKETS: 3%







# Helping Solve Problems Through Innovation



*The Milky Way Viewed From the Northern California Coastline by Yvonne Chan, Cepheid associate*

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Leaves Joy by Annie Xin Liu, Pall associate

## Innovation Defines Our Future

One of Danaher’s Core Values is “Innovation Defines Our Future.” Our leading-edge products and solutions give true meaning to our Shared Purpose—*Helping Realize Life’s Potential*—by enhancing quality of life today and setting the foundation for a better world for future generations.

At Danaher, innovation doesn’t happen by accident. It is the product of the DBS Innovation Engine, a rigorous management program that is part of a larger suite of integrated, function-specific DBS management programs and tools. The Innovation Engine is a holistic program encompassing tools that facilitate innovation, process, strategy, organization, talent and culture. A Danaher Executive Vice President is the executive sponsor with management-level responsibility for the Innovation Engine. Key elements include the following:

- A strategic framework for innovation and a process to identify and quantify how innovation will support our business’s strategic and financial goals.
- An innovation model that categorizes different types of innovation, and identifies market dynamics, leadership style and intellectual property (IP) attributes that best fit each innovation type. Our operating companies use this model to identify innovation that is valuable within the context of their served markets and the characteristics of their business.
- Tools that prioritize the identification of high-value customer problems and support the development of products, services and technologies to solve them.
- A methodology for continuous improvement that assesses how effectively each engine component is applied and measures the overall effect on growth.

Danaher’s IP strategy and management program, which we refer to as our IP Vision, is a critical enabler of the DBS Innovation Engine. With a focus on people, process and culture, key elements of our IP Vision include the following:

- A common IP language and framework, strategy and business maturity model across Danaher.
- A methodology for ensuring that a business’s IP organization aligns with its strategic objectives.
- An educational program designed to drive IP fluency within relevant functions across Danaher.
- A single technology platform that stores and categorizes IP assets across Danaher.
- A unique metric that combines IP, market and financial characteristics to measure the quality of a business’s competitive positioning and identify risks and opportunities.

In the following sections, we illustrate the impact of the DBS Innovation Engine and our IP Vision through key strategic themes in each of our business segments and examples of breakthrough innovations that are driving those strategies. These examples are representative of the broader positive impact that Danaher’s innovation has on quality of life around the world, and the rigorous process that underlies innovation at Danaher gives us confidence that the best is yet to come.





# Life Sciences

Our understanding of and ability to harness biology is undergoing a significant transformation, as science and technology are applied at scale to discover, develop and deliver new biologic drugs, therapies, vaccines and tests (“biologics”) more rapidly and more efficiently—changing healthcare as we know it.

This revolution in biological understanding is accelerating time-to-market and lowering costs to improve accessibility to biologics like COVID-19 vaccines and gene therapies. These improvements can be achieved across a range of applications, including the pharmaceutical, biopharmaceutical, biomedical research, academic, clinical laboratory, applied market and contract manufacturing sectors.

The breadth of our Life Sciences offerings and our expertise in scaling technology and optimizing workflow integration position Danaher to take a leading role in this transformation. Our businesses provide technologies, tools and scientific expertise to standardize, streamline, scale and automate critical processes—unlocking the power of science to improve and save lives and fulfill our Shared Purpose: *Helping Realize Life’s Potential*. Here we highlight examples of how our innovative technologies are helping drive this revolution.

## Scaling Up COVID-19 Vaccine Manufacturing Processes at Unprecedented Speed

Our extensive offerings across the bioprocessing workflow position us exceptionally well to help customers bring vaccines and therapies to market faster. In addition to our leading filtration, chromatography and single-use technologies, the innovative teams at **Pall** and **Cytiva** provide customers with deep technical expertise to enable breakthrough development and production capabilities. Pall’s Process Development Services team is helping customers scale up their COVID-19 vaccine production processes

significantly faster—in one instance, accomplishing in just a few weeks what typically takes months or even years.

## Accelerating New Biologic Drug Production with Data Science

With the launch of IDBS Polar, **IDBS** created a new category of scientific software, known as Biopharmaceutical Lifecycle Management. Polar provides a first-of-its-kind “data backbone” for the biopharmaceutical industry, making it possible for interdisciplinary teams of biologists, chemists, engineers, and other experts to holistically capture data across different points in the drug development process. This innovative new product is designed to help speed up the drug development lifecycle by up to 3 years, reduce operational inefficiencies by up to 40%, and avoid the 10% re-work that is typically attributable to poor data access.

## Shaping the Future of 3D Biology Research

Compared to their 2D counterparts, complex 3D cell culture models (known as organoids) more closely resemble human biology and can help move more potential medicines from labs into real-world clinical trials. Yet scientists often default to familiar, simple-to-handle 2D cell cultures. To help drive awareness and familiarity with this important approach to research, **Molecular Devices** opened a state-of-the-art innovation center to showcase a new end-to-end solution that automates organoid workflows and serves as a testing ground for accelerating drug discovery with 3D biology. Whether it’s cell culture, treatment, or incubation, Molecular Devices’ cutting-edge solution uses intuitive scheduling software to connect steps in the

imaging, analysis, data processing and informatics processes to produce more effective therapeutics, faster.

## DBS Drives Life Sciences Innovation

Through the application of DBS innovation tools including Speed Design Review, Customer-Centric Product Definition and Visual Project Management, **Beckman Coulter Life Sciences** and **SCIEX** collaborated to develop the breakthrough Echo MS solution 18 months faster than it would have taken using traditional product development practices. Echo MS uses advanced Acoustic Droplet Ejection technology to analyze three biological samples (e.g., blood, plasma or urine) per second, which is 50 times faster than ever before. With Echo MS, researchers can confidently process large numbers of samples in rapid succession without compromising analytical precision or sensitivity.



Nature Perfection by Sebastian Pyrsak, Beckman Coulter associate





### “Flex” Biopharma Manufacturing with Innovative, Single-Use Technologies

Cytiva’s revolutionary FlexFactory solution reduces the time to set-up a biomanufacturing facility from 18-36 months to under 12 months, while reducing the necessary capital expenditure by up to 50%. It supports biopharma companies shifting from traditional stainless-steel manufacturing infrastructure to single-use technologies to develop biologic drugs and a wide range of innovative new therapies. Using FlexFactory, a biopharma company can establish identical drug manufacturing infrastructure in any number of locations around the world, helping ensure consistency of drug quality and faster time to market.

### Making DNA Manufacturing Faster, More Cost Effective

The DNA components needed for biological research experiments used to be made in-house by the biologists themselves, with typical large labs producing about 10 of their own DNA fragments in a month. **Integrated DNA Technologies (IDT)** has scaled DNA manufacturing to make more high-quality DNA faster, better and at a lower cost than individual labs could. IDT can now make more than 100,000 customized DNA fragments per day at significantly less cost than “homemade DNA,” with the option for next-day delivery. Outsourcing DNA synthesis enables molecular biologists to focus on biology, rather than making the DNA fragments needed to do their work.



### Scaling the Human Factor for Scientific Advancements

Pall’s Scientific and Laboratory Services team of scientists and engineers provides the expertise to help customers scale and accelerate the development of biologic drugs. This team runs approximately 2,000 product evaluation experiments each year at customer sites, serving as an extension of customers’ process development and manufacturing teams. Notably, Pall’s scientists conducted over 150 thought leadership activities in 2020, including webinars, conference presentations and the publication of book chapters, journal articles and peer-reviewed papers.

### Sequencing Proteins to Match the Power of Sequencing Genes

When it comes to advancing the detection and treatment of disease, it is critical to understand how the thousands of proteins in the cells of the body are regulated and modified. The proteins that change during illness are called biomarkers and can be used by doctors as a “canary in the coal mine” warning system. But so far, we have only scratched the surface in discovering these protein biomarkers. **SCIEX’s** next-generation ZenoTOF 7600 system can monitor 4,000 proteins per hour—40% more than previous systems on the market—or can analyze samples 5x faster for large population studies, giving proteomics (the study of proteins) the potential to match the power of genomics. This advancement will help scientists uncover more and better protein biomarkers and help advance the goal of precision medicine, where the right drug is given to the right patient at the right time for improved outcomes.





# Diagnostics

Our Diagnostics businesses provide a broad range of leading solutions that help healthcare systems and clinicians meet the needs of acutely and chronically ill patients. We are investing to deliver more innovative diagnostic solutions to improve access to healthcare and address unmet needs in these areas. Faster and more accurate diagnoses drive better quality outcomes through earlier interventions and shortened hospital stays, while also driving efficiencies and conserving precious healthcare resources. Here we highlight several examples of our most impactful acute care technologies and solutions.

## A Leader in the Response to COVID-19

Danaher’s Diagnostics operating companies are leaders in COVID-19-related diagnostics and patient monitoring in acute care settings. When the magnitude of the pandemic became apparent in early 2020, our Diagnostics businesses sprang into action, leveraging the power of DBS to bring life-saving technologies to market at unprecedented speed.

**Cepheid** offers testing solutions for healthcare settings that quickly and accurately diagnose and triage patients, enabling faster time to intervention and—importantly in pandemics—segregation of infected patients to protect healthcare workers and other patients. Cepheid’s Xpert Xpress SARS-CoV-2 was the first point-of-care molecular diagnostic test for COVID-19 that received Emergency Use Authorization from the U.S. Food and Drug Administration (FDA) during the pandemic. In 2020, the Xpert Xpress SARS-CoV-2 test delivered reference lab quality results in point-of-care settings in over 180 countries to combat the spread of the virus. Cepheid tests were also deployed early in the COVID-19 pandemic to support the development process and clinical trials for vaccines. Cepheid continued to innovate by deploying a rapid four-in-one test for COVID-19, Flu A, Flu B and RSV to help clinicians distinguish among viruses with common symptoms and help ensure patients receive the right care.

**Radiometer’s** blood gas testing solutions provide vital information on oxygen, carbon dioxide levels and other parameters in blood. Throughout the pandemic, Radiometer blood gas solutions have been essential in addressing the testing needs of the dramatically increased number of patients admitted to intensive care units (ICUs) with COVID-19. In response to the significant increase in demand for its blood gas analyzers, Radiometer used DBS to increase production capacity by 50% in 2020 and delivered analyzers to over 130 countries.

**Beckman Coulter Diagnostics** swiftly launched several new solutions to help address the COVID-19 pandemic, including:

- COVID-19 IgG and IgM serology tests to qualitatively detect antibodies produced against the spike protein of the SARS-CoV-2 virus, providing reliable information to support individual health decisions.
- The Access Interleukin 6 (IL-6) assay to detect IL-6 levels in blood serum and plasma to help physicians identify a severe inflammatory response and determine the risk of intubation with mechanical ventilation in COVID-19 patients.







## Making a Difference in Other Acute Care Applications

Diagnostic testing laboratories are focused on enhancing patient care by accelerating turnaround time and improving testing quality and workflow efficiency. **Beckman Coulter Diagnostics'** DxA 5000 Total Laboratory Automation System helps labs meet these objectives with a collection of patented innovations that reduce the number of manual processing steps, deliver rapid and consistent testing turnaround time and conduct automated quality control checks of patient samples. In July 2020, the DxA 5000 won the Scientists' Choice Award® for Best New Clinical Laboratory Instrumentation of 2019. The latest generation of the DxA platform and the first compact workflow automation solution, the DxA 5000 FIT, reduces the typical pre- and post-analytical manual steps by up to 80%.

**Beckman Coulter Diagnostics'** Access High Sensitivity Troponin I assay gives clinicians fast, accurate information regarding heart attack risk in the early stages of emergency department triage. The assay accurately identifies ≥94% of true acute myocardial infarction (AMI) patients in as little as one hour and enables more accurate identification of women with AMI through sex-specific diagnostic cut-offs.

Point-of-care sexual health testing with **Cepheid's** GeneXpert® System delivers fast turnaround of highly accurate, clinically actionable results. With tests like Xpert® CT/NG and Xpert® TV, same-day testing at emergency departments and community clinics can reduce the spread of disease and the unnecessary use of antibiotics as well as the risk of losing patients when follow-up is required.

**Radiometer's** ABL90 FLEX PLUS blood gas analyzer delivers blood gas results in just 35 seconds across 19 parameters, including creatinine and urea. Creatinine results at the point-of-care help clinicians identify patients at risk of acute kidney injury and help assess the patient's kidney status before CT or MRI scans to determine if there is a risk of contrast-induced nephropathy. Creatinine and urea results can also help assess dehydration and gastrointestinal bleeding.

## Improving Access to Healthcare in Developing Markets

Each day, nearly 4,500 people lose their lives to tuberculosis (TB). As the global community grapples with the worldwide re-emergence of TB and increasing number of drug-resistant strains, the need for fast and accurate TB diagnosis with indication for drug resistance is greater than ever. **Cepheid's** Xpert MTB/RIF test has revolutionized the management of TB infections by providing a faster and more accurate diagnosis that detects both TB and resistance to the commonly used antibiotic rifampicin. Following the World Health Organization's endorsement in 2010, Xpert MTB/RIF has helped improve TB programs in over 130 countries. Through partnerships in the world's most TB-challenged geographies, Cepheid's High Burden Developing Country program has placed thousands of GeneXpert systems and delivered millions of Xpert test cartridges to communities in need. Cepheid continues to enhance this program with life-saving innovations such as remote calibration and an expanded low-cost testing menu.

Anemia is a global health problem affecting nearly 50% of all preschool-aged children and more than 40% of pregnant women worldwide. **HemoCue** is dedicated to addressing this health priority with its lab-accurate hemoglobin point-of-care testing. The ability to detect anemia on the spot enables clinicians to provide immediate corrective treatment to improve the health of young children, mothers and babies. In India, HemoCue is installing more than 1,300 systems in the districts of Madhya Pradesh as part of a nationwide initiative to reduce anemia in women of reproductive age by 3% every year.







# Environmental & Applied Solutions

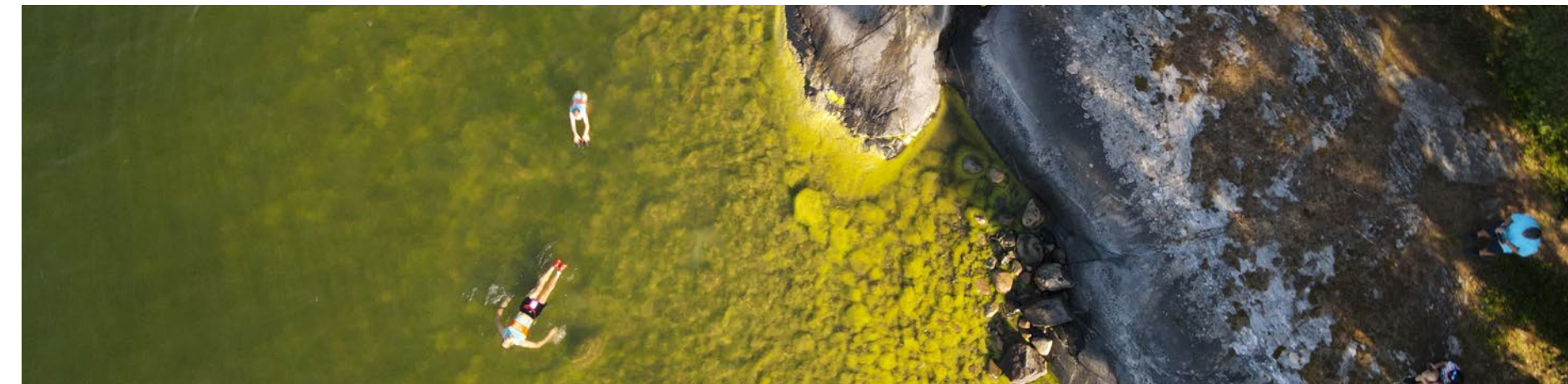
From drinking water purification to innovative consumer packaging and marking, Danaher's Environmental and Applied Solutions businesses protect precious resources and help keep our global food and water supplies safe. Our Water Quality businesses deliver precision instrumentation and advanced purification technology to help analyze, treat and manage the world's water, from municipal and wastewater to lakes, streams and oceans. And our Product Identification businesses touch consumer, industrial and pharmaceutical products throughout the supply chain to help ensure freshness, consistency, safety, and accurate labeling and tracking. Here we highlight examples of how our innovative solutions are used to protect the world's most precious resources.

## Supporting Environmental Protection & Conservation

Oceans, seas, and coastal areas form an integrated and essential component of the Earth's ecosystem. They cover more than two-thirds of the Earth's surface and contain 97% of the planet's water. **Sea-Bird Scientific's** Conductivity, Temperature and Depth sensors and Biogeochemical-Argo floats are released in the open ocean to measure ocean health with real-time data-recording, compared to the alternative of more static, ship-based measurements. The U.S. National Oceanic & Atmospheric Administration and other large maritime international agencies use these instruments to help track, understand and predict how the impact of climate change on the world's oceans will affect ecosystems, communities and economies.

## Measuring Rising Sea Levels Caused by Climate Change

**OTT HydroMet's** Pluvio<sup>2</sup> L is an all-weather precipitation gauge that measures the amount and intensity of rain, snow and hail, providing valuable insights to help inform water and weather experts' decision-making. The Pluvio series was specifically designed for deployment in extreme weather conditions. In Antarctica, climate science researchers from the University of Colorado Boulder and the US National Center for Atmospheric Research are using Pluvio to investigate methods to measure accumulating snowfall, temperature and windspeed. These measurements provide crucial insights regarding the potential for rising sea levels caused by climate change.



Swimrunners in the Stockholm Archipelago by Greg Beuneu, Cytiva associate

## Managing the World's Water Data

**Aquatic Informatics'** real-time data management and analytics platform, Aquarius, enables water operators to make better decisions at any time and from any location. Since 2005, the U.S. Geological Survey (USGS) has relied on Aquarius to efficiently manage water data from 16,500 stream gauging, groundwater, water quality and precipitation sites. By leveraging the platform's more than 58 billion historical data points and robust analytical capabilities, the USGS has increased data consistency, comparability and reliability to help agencies and scientists around the world reduce operating expenditures, protect infrastructure investments, and preserve the health of ecosystems and communities.

## Addressing Pressing Public Health and Infrastructure Needs

The world's supply of clean water is under substantial stress due to industrialization, increasing demand, and rising biological and chemical contamination. **Trojan Technologies'** products and services play a vital role in improving the efficiency and sustainability of the water treatment process. Today, over 150,000 Trojan ultraviolet (UV) treatment systems are installed in industrial applications worldwide and over 11,000 systems are installed in municipalities. Collectively, these systems treat over 70 billion gallons of drinking water and wastewater every day.

Orange County, California's Groundwater Replenishment System uses Trojan technology to provide purified recycled water for aquifer recharge to replenish supplies and prevent seawater intrusion. It is the largest indirect potable reuse project of its kind in the world. Outfitted with microfiltration, reverse osmosis and TrojanUVPhox UV advanced oxidation systems, the Advanced Water Purification Facility treats up to 100 million gallons of water per day to a standard that surpasses what is required for drinking water.





## Reducing SARS-CoV-2 Community Spread Via Water Monitoring

**Hach** partnered with LuminUltra to develop a solution that rapidly, easily and non-invasively detects the SARS-CoV-2 virus in community wastewater nearly a week before physical symptoms generally emerge, allowing for early action. In 2020, Hach partnered with the U.S. Centers for Disease Control and the Water Environment Federation to deploy this solution as an early warning signal in correctional facilities across the US, which are among the highest risk environments for outbreaks.

## Reducing the Environmental Footprint of Industrial Water Use

With tighter regulations and increasing operating cost pressures, industrial wastewater operators are being asked to achieve more with fewer resources, while working towards aggressive sustainability goals. **ChemTreat's** water treatment programs help industrial customers conserve vast amounts of water and energy every day. A pharmaceutical customer recently implemented ChemTreat's FlexPro green chemistry solution for cooling towers, resulting in a 90% reduction in phosphorous discharges (that can contribute to toxic algae blooms) and an 18% reduction in potable water consumption. Boeing has also used ChemTreat's program to reduce its water usage, energy consumption and carbon footprint, earning ChemTreat recognition as Boeing's 2019 Supplier of the Year in Sustainability.

**Hach's** Real Time Control (RTC) solutions are complete, off-the-shelf systems that adjust municipal and industrial wastewater treatment processes in real time based on continuous measurement of key parameters—keeping facilities compliant while reducing treatment costs. Hach's RTC solutions help customers achieve a combined annual energy reduction of approximately 134 MWH, or 54,000 tons of CO<sub>2</sub>.

Sustainability-focused innovation takes different forms across the EAS segment. In our Product Identification platform, the **Pantone** Color Institute has helped customers around the world develop brand colors and custom color solutions in support of sustainability-focused awareness campaigns.



In honor of World Ocean Day, Pantone collaborated with cat food company SHEBA® to create SHEBA Hope. Grounded in a Pantone-developed blue-green hue reminiscent of clean sea waters, the SHEBA Hope marketing campaign highlights the large-scale coral reef restoration efforts SHEBA has supported.



Lavazza, a coffee products company, collaborated with Pantone to launch “The Vanishing Color,” an initiative designed to raise awareness around the deforestation of the world's rainforests and highlight the Lavazza Foundation's environmental action. “The Vanishing Color” is inspired by the fragility and precariousness of vegetation in the Amazon rainforest and symbolizes the fight against deforestation.

## Driving Waste Reduction with Smart Packaging Solutions

**Esko's** Cape Pack package design and pallet optimization software is helping customers around the world advance their sustainability initiatives. Cape Pack helped one of the world's largest producers of packaged meats, baked goods and prepared foods optimize their product packaging and reduce their environmental impact. In one application, changes made to truck pallet height facilitated a 14% increase in the number of products per truck, eliminating the need for 532,000 trucking miles—equivalent to two round trips to the moon—and 2.3 million pounds of CO<sub>2</sub>. In another application, Cape Pack facilitated the replacement of shipping cases with trays that held 30% more product per pallet, ultimately reducing the customer's paper consumption by over 23 tons.

## Tracking and Tracing for a Safer, More Secure World

Delpharm's Saint-Rémy-sur-Avre facility—France's first COVID-19 vaccine manufacturing plant—is equipped with **Laetus's** serialization and aggregation solutions to help ensure the authenticity of vaccine doses as they travel from the plant to each vaccination site.

**Videojet's** broad portfolio of marking, coding and printing solutions print on over 10 billion products daily around the world, helping customers ensure product quality, integrity, and regulatory compliance. For example, the world's leading providers of early-life nutrition use Videojet's and Laetus' technology to uniquely mark and track individual packages of baby formula, helping ensure authenticity and protection against counterfeits of this highly sensitive product.





# Helping People Reach Their Potential



*A Sunset Run Through Washington Park in Chicago, Illinois by Yvonne Chan, Cepheid associate*

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Many companies talk about changing the world. At Danaher, we pursue it every day. Fueled by the ingenuity of our people and the power of DBS, we're on a constant quest to make things better—for our customers, the world and ourselves. Our Shared Purpose, *Helping Realize Life's Potential*, unites our associates across more than 20 operating companies and three reporting segments and inspires our work toward something bigger than ourselves.

Our people are our strongest and most valuable resource, and building a team that is engaged, collaborative and supported from a career development, benefits and economic standpoint is critical. We strive to not only make our team more diverse, but to create an environment where associates can bring their authentic selves to work, have a strong sense of belonging, and realize their personal and professional potential to the fullest. With our focus on inclusion and belonging we are creating a richly diverse company where good ideas thrive and there are many pathways to success for all our associates.

Our people strategy addresses culture, recruitment, development, engagement, retention and diversity and inclusion with a particular focus on driving innovation, fueling growth and helping ensure our technologies and products effectively serve a global customer base. For more detail on our people strategy, please see pages 9-11 of our [Annual Report on Form 10-K](#) for the year ending December 31, 2020.

With respect to the following topical areas highlighted in this People section (Personal Potential, Professional Potential, D+I and In Our Communities), Danaher's Senior Vice President of Human Resources is the executive with management-level responsibility for these areas. She reports to the full Board on these topics at least annually.

*Realizing Your Potential*  
Video Link:



## Our Team

Associates	<b>69,000</b>
Languages Spoken	<b>20+</b>
Countries	<b>65</b>
Average Years of Service	<b>8</b>





Girl Scouts Hiking by Maria Watson, Pall associate

# Personal Potential

## Health, Wellness & Financial Stability

We have significantly enhanced the scope and range of Danaher’s health and wellness benefits in recent years to provide strong financial and wellbeing support for our associates. In 2020, we expanded our employee assistance program (EAP) to support our associates globally and augmented the EAP services offered to include 24/7 confidential counseling, legal and financial support, as well as comprehensive online resources on subjects such as health and wellness, family and relationships, work and education.

The onset of the COVID-19 pandemic put our associates’ wellbeing even more at the center of our decision-making as we work to ensure they have the support and resources needed to manage through this challenging time. We extended our offerings to address the acute needs brought about by the pandemic, including: our partnership with EVERFI to help families support their children’s remote learning needs; our partnership with Bright Horizons Dependent Care in the UK, US, Ireland and Germany to support families with back-up child, adult, elder and pet care; and, in some countries, paid leaves of absence for associates taking care of children and elders, and childcare reimbursements and subsidizations. The results of our global 2020 Associate Engagement Survey validate the impact of these efforts: 88% of surveyed associates felt satisfied with Danaher’s efforts to care for associates during the pandemic, while 93% agreed that their leaders took actions to maintain a safe work environment.

*“I feel my health and well-being is a high priority to leadership and they care about me.”*

*“The initial response was decisive and left us with no doubt where we stood for travelling and meetings...that gave immediate peace of mind.”*

ASSOCIATE TESTIMONIALS FROM DANAHER’S 2020 ENGAGEMENT SURVEY REGARDING OUR RESPONSE TO THE COVID-19 PANDEMIC





## Compensation and Pay Equity

We are committed to offering competitive compensation that accounts for geography, industry, experience and performance. Danaher and its operating companies' compensation programs and practices are designed to attract associates, motivate and reward performance, drive growth and support retention. Compensation at Danaher typically includes base wages and some form of variable bonus or incentive opportunity. More than 85% of our associates participate in our bonus or incentive programs. In addition, certain associates receive long-term compensation in the form of Danaher equity awards.

We achieved pay equity for women and for racial and ethnic minorities in the U.S. in 2020. In the U.S., the weighted median base pay for women is 100% of the weighted median base pay of men within operating companies in the same job. Black, Asian and LatinX associates have a weighted median base pay that is at least 100% of the weighted median base pay of white associates within operating companies in the same job.

## Executive Compensation

The goal of our executive compensation program is to build value for our shareholders. The program is designed to reward executive officers who build long-term shareholder value, achieve annual business goals and maintain long-term careers with Danaher. Our program's emphasis on long-term equity awards, tied closely to shareholder returns and subject to significant vesting and holding periods, has been fundamental in attracting skilled executives, encouraging them to build long-term careers with Danaher, and motivating them to achieve sustainable operating and financial performance through a range of economic cycles. We provide our shareholders an opportunity to cast an annual advisory vote with respect to the compensation of our named executive officers, as disclosed in our annual proxy statement (the "say on pay proposal"). At Danaher's annual meeting of shareholders in May 2021, more than 95% of the votes cast were in favor of the say on pay proposal.

## Family-Friendly Benefits & Parental Leave

Danaher's paid parental leave policy offers new parents in the U.S. and U.S. expatriates eight weeks of 100% paid leave within the first year of a child's birth, adoption or foster care placement. In 2020, Danaher added Maven Clinic to its list of family-friendly benefits for associates in the U.S., Canada and Puerto Rico. Maven Clinic offers around-the-clock support for every step of parenthood, from fertility treatments and adoption to parental leave and return to work, breast milk shipping and mental health support.

## Collective Bargaining

Of Danaher's U.S. associates, approximately 300 were hourly-rated, unionized associates at the end of 2020. Outside the U.S., the Company has government-mandated collective bargaining arrangements and union contracts in certain countries, particularly in Europe where many associates are represented by unions and/or works councils. As set forth in Danaher's [Sustainability Policy](#), our businesses are required to respect each associate's legal rights to make an informed decision, free of coercion, about membership in associations and/or labor unions, and are required to bargain in good faith with these associations and labor unions.

## Danaher Scholarship Program

The Danaher Scholarship Program helps reduce the financial burden of higher education costs for Danaher families. In 2020, we helped fund the academic pursuits of 76 of our associates' children at colleges and universities around the globe. The recipients were selected based on academic record, demonstrated leadership, participation in school and community activities, honors, work experience and a statement of goals and aspirations. Since its inception in 2009, the Danaher Scholarship Program has provided more than \$3 million in scholarship awards to support the development, growth and potential of our next generation.





# Professional Potential

## Learning & Development

With the spirit of continuous improvement at the core of how we lead and operate our businesses, the ability to shift, adapt and remain competitive as our business environment changes has always determined our success. From individual contributors to managers and senior leaders, we want to empower our associates to take control of their career growth and realize their full potential with meaningful training and development opportunities. Our typical approach to talent development includes a mix of on-the-job learning (70%), coaching (20%) and leadership and DBS training (10%), which we believe provides the most consistent and impactful development structure. Below we highlight some of the key elements of our learning and development program.

### Learning Management System

In 2020, Danaher launched a global learning management system (LMS) to serve as the hub for our associates' learning and development needs, providing ongoing digital and skills-based opportunities. The LMS consolidates our learning content in one place as part of our Workday platform, which creates efficiencies in managing learning, increases visibility through dynamic reporting, and provides a simplified learning experience for our associates. Our LMS offerings are comprised of over 400 courses including Danaher's Annual Compliance Training, DBS courses and D+I Learning Certifications. In 2021, we expanded our digital offering for associates around the world by adding access to the entire LinkedIn Learning content library of more than 10,000 courses across the topics of Creative, Business and Technology.



*"LinkedIn Learning is a great and easy way to promote a culture of learning in our organization. The topics and courses are relevant to everything we do at work and cover soft skills and hard skills for an improved job performance."*

DAHLIA DARWISH, OPERATIONS INSTRUCTIONAL DESIGNER, CEPHEID

## DBS Learning

Danaher Business System University (DBSU) helps associates develop the DBS competencies and capabilities needed to drive results at Danaher. From sites in the U.S., China, India and Germany, DBSU provides a wide variety of virtual and in-person learning opportunities. The DBSU curriculum and offerings include formal classroom-style training, peer best-practice sharing and engagement and action learning through kaizen events. Many of Danaher's learning programs are facilitated by our own certified practitioners who undergo formal train-the-trainer programs before receiving certification. Danaher has more than 1,300 DBS-certified practitioners covering every major geographic region in which we operate.

*The Power of DBS: Favorite Moments*  
Video Link:



## DBS 1-Point Lessons

The DBS 1-Point Lesson Program is a continuing series of virtual sessions that provides a platform for leaders across Danaher to share best practices and learnings. Each 1-Point Lesson is a webinar that focuses on a key DBS process or tool and includes a presentation and an interactive Q&A session. In addition to live 1-Point Lessons, we have an extensive library of recorded sessions available to all associates. Topics this year included *Speed Design Review*, *Virtual Facilitation Tips*, *Building Ethical Leadership* and *Optimizing Product Life Cycle Management*, among many others.





### Diversity + Inclusion (D+I) Training

Our D+I learning library is continuously expanding and currently features 15 unique D+I courses in 12 languages for all levels of associates on topics such as unconscious bias and creating leader accountability for diversity. In 2019, Danaher launched Growing Inclusive Teams, our global diversity and inclusion training that teaches associates how to identify and understand the impacts of D+I, and how to recognize and mitigate personal bias. Our D+I learning library is also an important resource to support our leaders' progress toward their D+I development objectives (further discussed under "DBS and D+I").

### Leadership Development

We complement the learning tools described above with a robust leadership development curriculum designed to provide our current and future people leaders at all levels with the skills and knowledge to succeed at Danaher. Our pivot to virtual programming during the pandemic has helped expand the reach of several courses to people leaders across the globe, including:

- **Coaching Essentials:** A skills-based training course designed to help people leaders accelerate development, improve performance and bring out the best in their people.
- **Crucial Conversations:** A high-impact course designed to help foster open dialogue around risky topics by identifying the principles and skills needed to prepare for, conduct and follow up on a crucial conversation.
- **Situational Self Leadership:** A course focused on empowering associates to diagnose their readiness level on a specific goal/task, and to ask for the matching leadership style.
- **Speed of Trust:** A course designed to help people leaders understand the set of behaviors that build and sustain trust, and the important roles that character and competence play in creating trust.

Select examples of Danaher's nomination-only Leadership Development programs include:

- **Functional Leadership Development Program:** This "Learn-Do-Teach" experience helps top functional leaders sharpen their DBS Fundamentals and increase their leadership competencies.
- **Maximizing Leadership Performance:** A learning experience designed to help mid-level leaders develop their personal leadership brand, journey and approach.
- **Executive Champion Orientation and DBS Leadership Orientation:** Programs that immerse new leaders in the DBS leadership culture through the introduction of DBS Fundamentals and hands-on experience with DBS tools.
- **General Management (GM) and HR Rotational Development Programs:** Global, multi-year, Danaher-wide rotational development programs, designed to accelerate participant readiness for senior leader positions by providing experiential learning across numerous facets of Danaher.



### PERFORMANCE FOR GROWTH

#### Performance for Growth

Performance for Growth (P4G) is our annual performance management program. P4G guides associates and their managers in setting clear personal performance goals aligned to our strategic priorities and assessing associate performance against these goals. This required process encourages managers to provide ongoing, real-time performance feedback throughout the year, in addition to mandatory annual performance reviews, to ensure continued associate success and development. These annual reviews are structured around performance assessments against formal, annual objectives as well as our five Leadership Anchors.

### In 2020, 97% of associates who participated in our P4G process received a performance review

Our P4G process encompasses all Danaher associates (with limited exceptions at certain operating companies typically due to regional differences and commercial bargaining agreements).

*"Being in the GM Development Program has been a great experience that has connected me with inspiring people, facilitated insightful learnings, and given me opportunities to stretch and grow in exciting, new roles. The most impactful aspect for me has been learning from colleagues across Platforms and OpCos and being able to think through very different business situations that they are working on."*



GEN IZUTSU, DIRECTOR, INNOVATION AND MARKETING, USP TECHNOLOGIES





## Danaher Go

New jobs are among the many opportunities created by Danaher's growth. At any one time there may be more than 3,000 open jobs across Danaher. Danaher Go is our internal mobility program that supports our commitment to hiring and growing careers from within. Our internal policy reinforces this commitment by encouraging associates to pursue intra-Danaher career moves and ensuring they receive full support from their manager and senior leadership. To ensure our recruitment team has visibility to the career backgrounds and aspirations of our associates, we regularly encourage our associates to complete and update their Career Profile in our Workday HR information system.



The first Danaher Go Career Exploratory Day in Shanghai, China held in October 2020 attracted more than 6,000 associates.

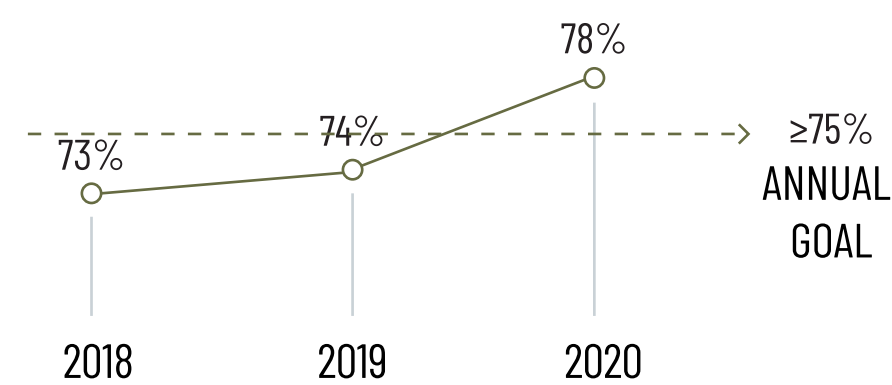


## Associate Experience

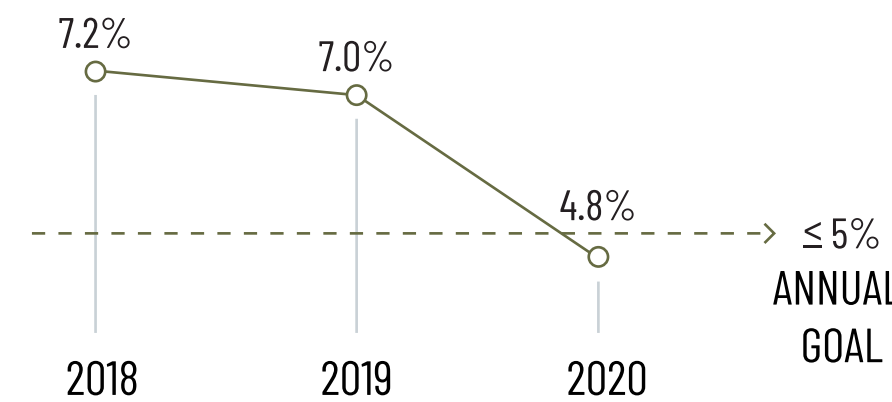
Associate engagement is a foundational strategic priority for Danaher. It drives higher performance at every level of the organization and helps us develop the best people leaders and build the best workplace for our associates. We assess engagement through our annual Associate Engagement Survey and through our voluntary turnover rate.

We are proud to report that Danaher's 2020 Engagement Survey results reflect our eighth consecutive year of improvement, with 93% of our associates participating. Compared to 2019, our scores improved across all survey dimensions and our overall Engagement score improved seven percentage points, achieving the 75th percentile of our survey provider's global benchmarking index, which includes many other Fortune 500 companies.

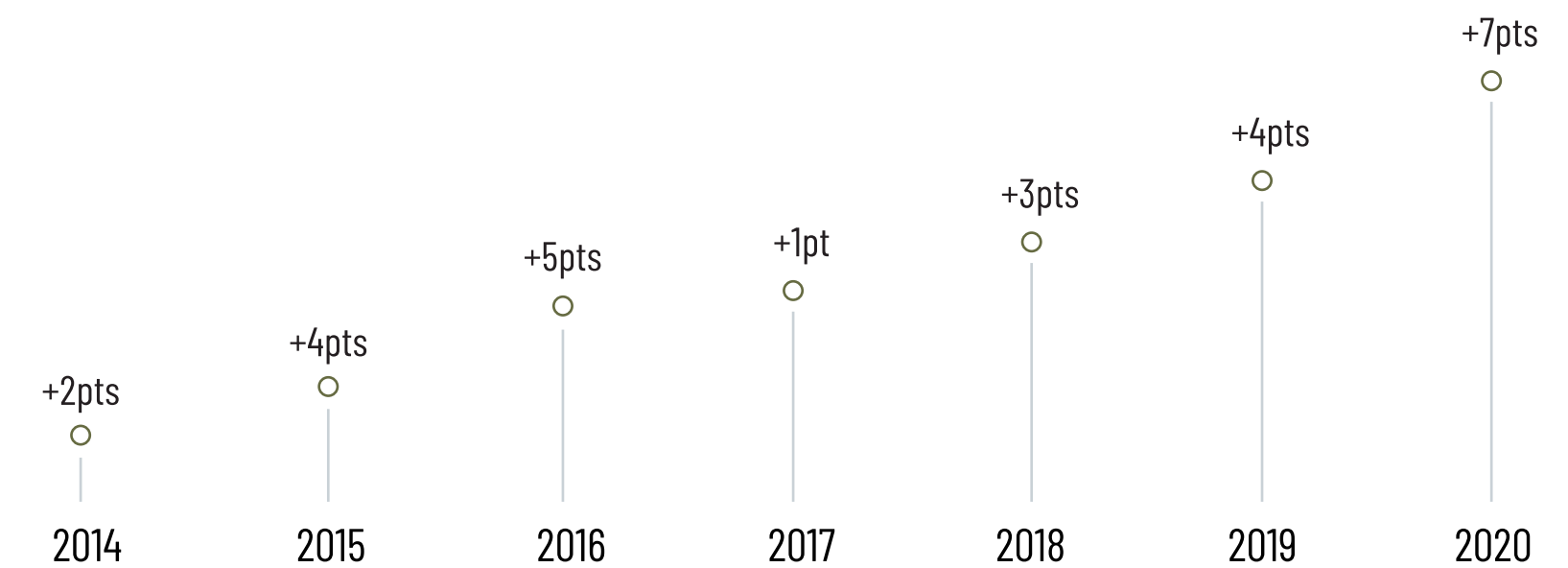
In 2021, we expanded our associate listening program, *Your Voice Matters*, to incorporate feedback from prospective and new associates (i.e., interviewed applicants and new hires) and associates who are departing Danaher. The ability to measure moments that matter at more points in the associate lifecycle will equip our leaders with even more data and insights to continue building compelling associate experiences.



EXECUTIVES & SR. LEADERS INTERNAL FILL RATE



ANNUAL VOLUNTARY TURNOVER



ANNUAL ENGAGEMENT INDEX IMPROVEMENT






## Talent Recruitment

Attracting great, diverse talent into Danaher is a key strategic priority for all our businesses globally. We have invested in comprehensive talent acquisition capabilities across all levels of recruitment (including robust branding, labor market analytics, advanced sourcing, leading technology and streamlined processes). In-house and external partnerships, aligned to our businesses, help ensure we meet hiring demands across the Company. Our employer brand campaign, *Wonder What's Within*, invites potential candidates to learn more about Danaher and its operating companies through real associate stories, sharing what it's like to work within our organization and what it takes to succeed here.



*"Danaher is an organization made up of people from all kinds of backgrounds. We don't all look or sound the same or have the same religious or political beliefs - and that's okay. We can still connect with each other as humans, and that makes this a better place to work."*



DANIEL BENITEZ CAAMANO, GENERAL MANAGER, PALL WATER


An important component of our overall talent acquisition strategy is our diversity attraction efforts, which focus on: (1) establishing and fostering partnerships with diverse organizations, and (2) effectively sourcing diverse talent.

Our diversity attraction efforts include partnerships with:



We also have an early-career talent strategy that provides meaningful opportunities to support the next generation's long-term career aspirations. We partner with universities and organizations across the globe on internships and leadership development programs in science, technology, engineering, arts and math (STEAM), operations, general management and human resources. Some of our Danaher internship partners include Penn State University, University of Florida, University of Virginia and Darden School of Business, Dartmouth and Tuck Business School, University of Illinois, University of California at Irvine, National Society of Black Engineers and Society of Woman Engineers, and many of our operating companies have their own work-study programs.

*"I look forward to bringing my knowledge of LC-MS/MS to the rest of my scientific and research career."*



ALMA AVILA OROPEZA, BIOCHEMISTRY STUDENT, UNIVERSITY OF CALIFORNIA, SAN MARCOS  
SCIEX/MSACL SCHOLARSHIP RECIPIENT

Our operating companies often partner with educational institutions and students to support their studies and cultivate their passion for STEAM disciplines. SCIEX partnered with Mass Spectrometry & Advances in the Clinical Lab (MSACL) to offer several scholarships for students to participate in the MSACL LC-MS/MS 101 Short Course. Thanks to SCIEX's support, over 50 students will be able to take part in the 2021 program.





The Red Sindoor by Piyali Das, Linx associate

## Diversity + Inclusion

A key element of Danaher’s strategy is to provide innovative solutions that solve our customers’ most complex challenges. We know that diverse and inclusive teams create real breakthroughs because they allow room for big ideas, encourage all voices to be heard equally and facilitate diverse perspectives. At Danaher, we seek to continuously improve and sustain a diverse and inclusive culture free of systemic bias, and to create a work environment in which all associates feel that they belong. This is reflected in our actions, our values and the language we use every day in interactions with our associates, customers, and communities around the world.

### D+I Strategy & Oversight

Danaher’s Office of Diversity + Inclusion is led by our Vice President of Global Diversity + Inclusion, who is responsible for the execution of Danaher’s D+I strategy and reports to Danaher’s Senior Vice President of Human Resources.

Both serve on the Danaher Diversity + Inclusion Council along with executives who lead our businesses. The D+I Council reports to our President and CEO and is responsible for:

- Overseeing Danaher’s D+I strategic direction
- Creating D+I accountability measures, including performance and development objectives
- Operationalizing D+I initiatives and programming across all our operating companies

In addition, Danaher’s President and CEO is a signatory to the [CEO Action for Diversity + Inclusion](#) pledge, setting a clear “tone at the

top” regarding D+I’s critical importance to Danaher. That message is carried through our internal communications and policies as well.

### Diversity Goals and Metrics

Our D+I transformation began several years ago, and by 2020 we had the organizational structure and rigor in place to establish 2025 diversity representation goals. Last year, we set aspirational goals for gender representation globally and People of Color (POC) representation in the U.S. to hold ourselves accountable and to drive progress toward full representation at every level of our organization. We measure progress against these goals to help assess our overall D+I improvement.

Based on our recent progress, particularly in 2021, we have increased our U.S. People of Color 2025 goal from 35% to 38%.

## 2025 Goals

Global Women	<b>40%</b>
People of Color in the U.S.	<b>38%</b>





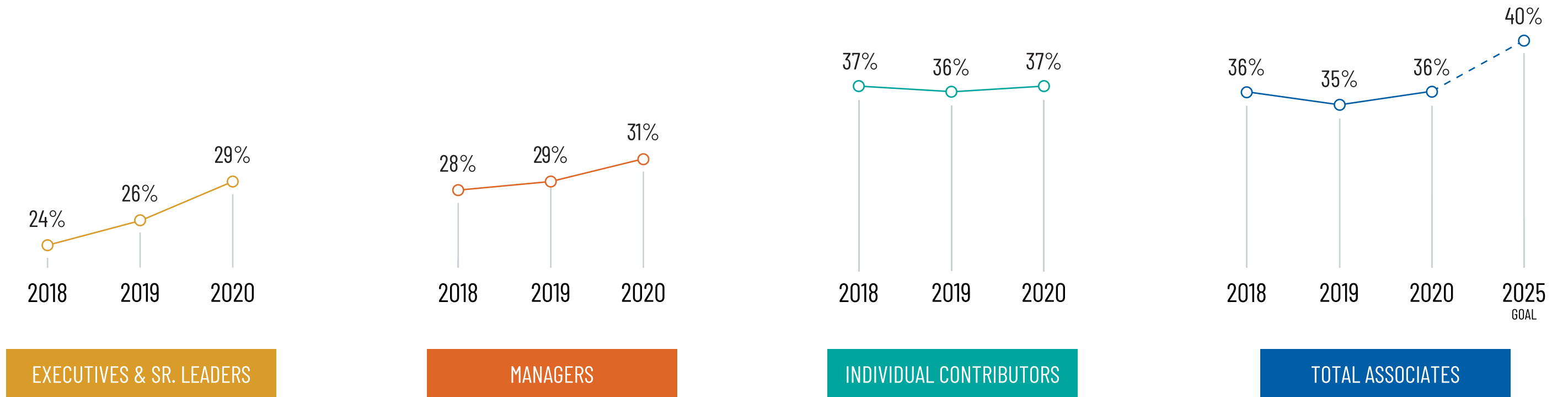
We also believe that what is measured is what moves, so in addition to tracking our progress against these goals, we track several other critical metrics that measure the effectiveness of our D+I program.

As additional information, we are making our most recently filed U.S. Federal Employer Information Report (Form EEO-1) Employment Data available for download below. While we are making the report available, we believe the data presented in this Report is the most meaningful measure of our diversity profile and performance. Read the report [here](#).

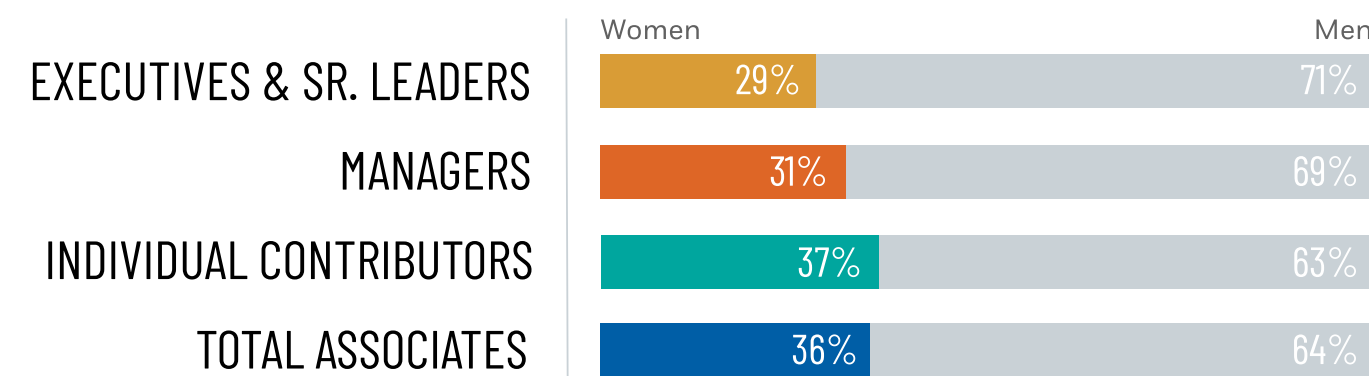
### Board of Directors Representation

Refer to the information provided in this Report's Governance section and Data Summary.

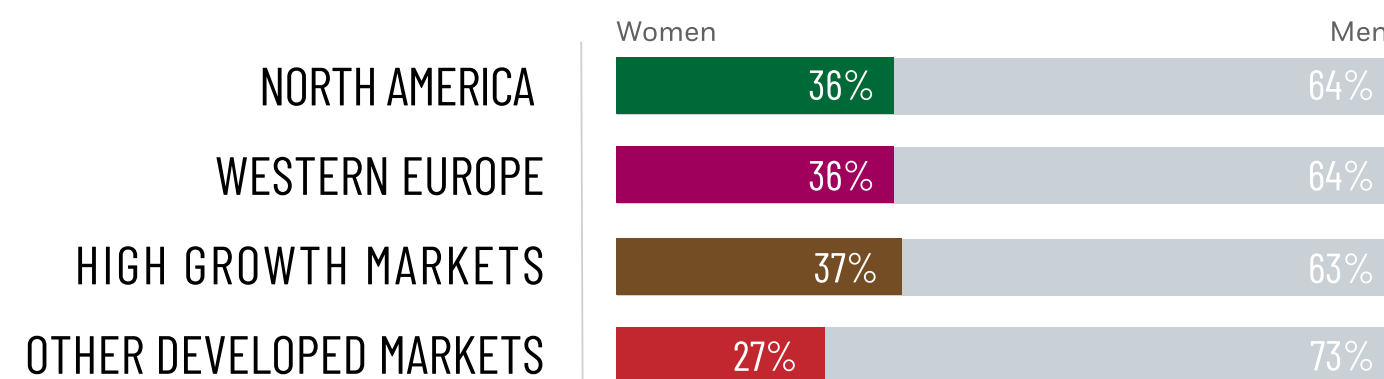
### Global Women



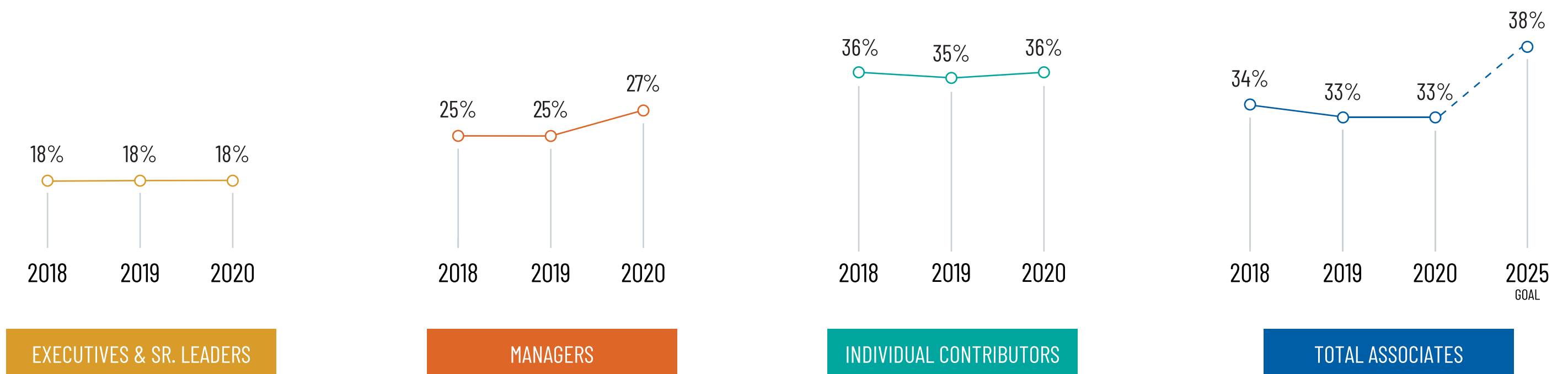
### Global Women 2020



### Regional Women 2020



### U.S. People of Color

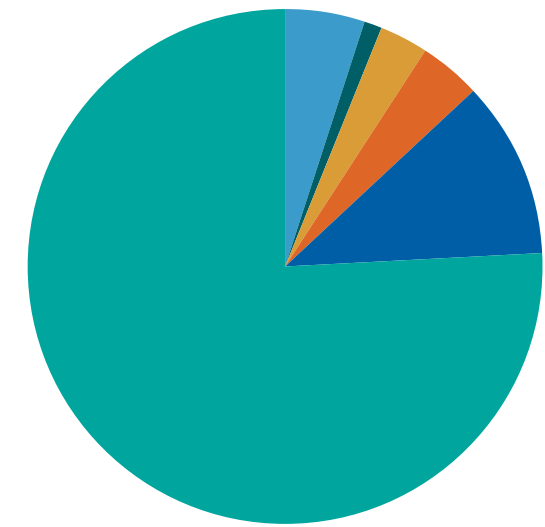


Note: Trend charts reflect data from continuing operations, except for 2018 data which includes Envista



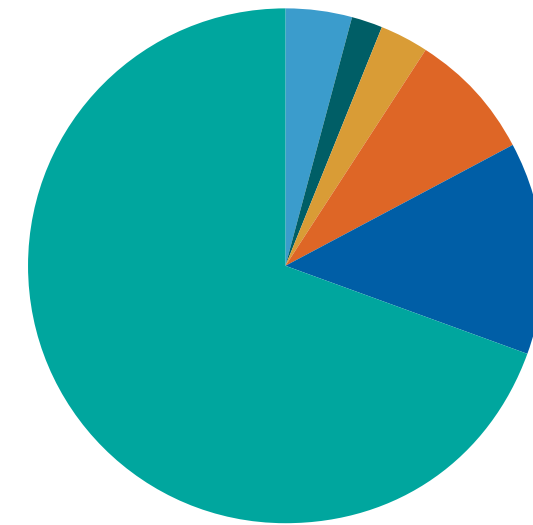


## 2020 U.S. Associates



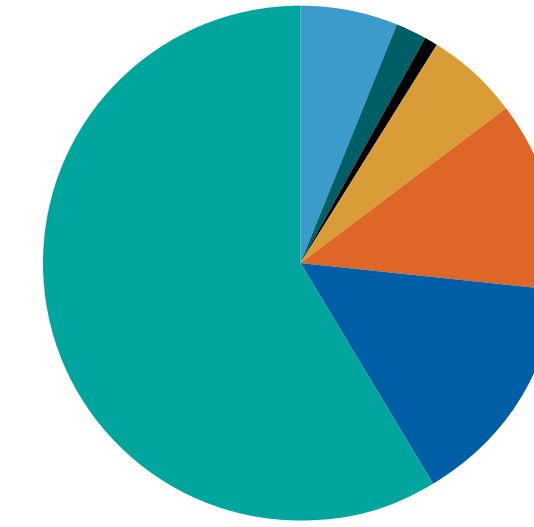
### Executives & Sr. Leaders

- WHITE: 76%
- ASIAN: 11%
- HISPANIC/LATINX: 4%
- BLACK: 3%
- AMERICAN INDIAN/ALASKAN NATIVE: <1%
- NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER: <1%
- TWO OR MORE: 1%
- NOT SPECIFIED: 5%



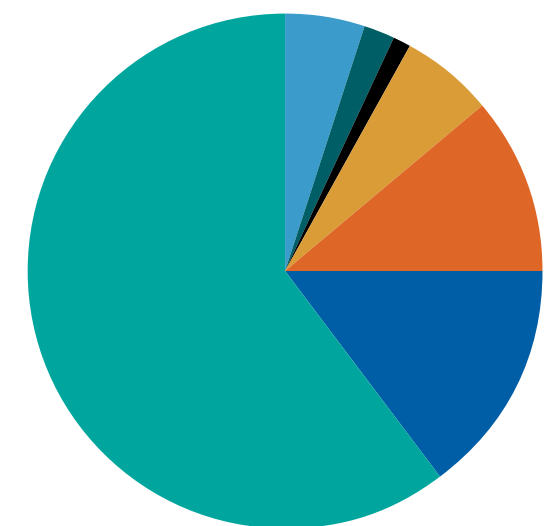
### Managers

- WHITE: 69%
- ASIAN: 13%
- HISPANIC/LATINX: 8%
- BLACK: 3%
- AMERICAN INDIAN/ALASKAN NATIVE: <1%
- NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER: <1%
- TWO OR MORE: 2%
- NOT SPECIFIED: 4%



### Individual Contributors

- WHITE: 60%
- ASIAN: 15%
- HISPANIC/LATINX: 12%
- BLACK: 6%
- AMERICAN INDIAN/ALASKAN NATIVE: <1%
- NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER: 1%
- TWO OR MORE: 2%
- NOT SPECIFIED: 6%



### Total Associates

- WHITE: 61%
- ASIAN: 15%
- HISPANIC/LATINX: 11%
- BLACK: 6%
- AMERICAN INDIAN/ALASKAN NATIVE: <1%
- NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER: 1%
- TWO OR MORE: 2%
- NOT SPECIFIED: 5%

Note: Totals may not add up to 100% due to rounding



Esko Brands North America / Latin America Deployment Summit





Praying for the Better by Willy Tham, Beckman Coulter associate

## D+I Competency

### Day of Understanding

To help our associates better understand why diversity and inclusion are important drivers of our success, Danaher held its first global Day of Understanding (DoU) in 2020. All people leaders were required to host a conversation on gender and race relations with their teams. The DoU helped reinforce our expectation that our leaders drive personal and team accountability and move us from action to impact.

In 2021, we broadened our DoU to encompass dimensions of diversity beyond race and gender, such as religious affiliations, tribal affiliations, disabilities, LGBTQ+ and socio-economic status, and to explore how many dimensions of diversity intersect.

### DBS and D+I

We believe that D+I is everyone's responsibility. In 2021, we required all people leaders to set D+I-related personal objectives and required the Danaher and operating company leadership teams to establish business objectives tied specifically to D+I improvements. We complemented these requirements by requiring all operating companies to implement a 2021 Policy Deployment Initiative to improve D+I. Policy Deployment is a DBS tool that we use to help ensure successful execution of important strategic initiatives. Applying Policy Deployment on a global basis to support the execution of our D+I strategy is pivotal, and signals to our organization that our commitment in this area requires the same rigor we have historically applied to our business strategies.

To support this initiative, a cross-functional team created a DBS D+I Playbook and Resource Matrix to help operating company teams assess and address gaps in their D+I strategies. We've also deployed a variety of other DBS tools (such as Bowlers, Action Plans, Daily Management, Visual Management, Problem Solving Process and DBS 1-Point Lessons) to support our D+I strategy, in the same way we would address any other critical business objective.

In 2020, we began using the DBS 1-Point Lessons platform to address societal events and issues that affect our associates and the communities where we live and work. Examples of D+I-related 1-Point Lessons hosted in 2020 included:

- *Race Relations in the Corporate World and its Impact on Mental Health in the Black Community*
- *How to be an Active Friend: Advocate Against Racism*
- *Anti-Asian Behavior and the Myth of the Model Minority*
- *The Importance of Being a +Friend & Ally to the LGBTQ Equality Movement*





## Focus on Inclusion: Associate Resource Groups & Diverse Talent Mentoring

Enhanced inclusion creates a better work environment for our associates, and we expect everyone at Danaher to help maintain a culture that respects and appreciates individuality.

One way we foster an inclusive environment is through our Associate Resource Groups (ARGs). ARGs offer tailored education for our underrepresented associates, friends and allies; a safe and supportive space to connect with others; and mentoring and coaching programs that help underrepresented talent build connections with a broader group of Danaher leaders and outside professionals. Each of our ARGs includes the +Friends community, recognizing the importance of broader support for each underrepresented group. At Danaher, we define a Friend as “One who actively supports and defends the rights, interests and wellbeing of another person or group.”



Self-portrait by Aline Moniela, Pall associate

## ARG Membership

*Note: These groups are currently open to all associates in the U.S. and Canada.*

	2020	2020 VS. 2019
Asian Descent + Friends	<b>2,700</b>	<b>+165%</b>
Black + Friends	<b>1,300</b>	<b>+350%</b>
LatinX + Friends	<b>1,600</b>	<b>+155%</b>
LGBTQ + Friends	<b>1,000</b>	<b>+220%</b>
Women + Friends	<b>5,700</b>	<b>+185%</b>

Danaher currently has seven ARGs:

- Black + Friends\*
- Asian Descent + Friends\*
- Latinx + Friends\*
- LGBTQ + Friends\*
- Women + Friends\*
- Women + Friends (Europe) – new in 2021
- Women + Friends (China) – new in 2021

\* These groups are currently open to all associates in the U.S. and Canada.

Support for our ARGs and their members is a priority for our President and CEO and other executive officers. To reinforce their commitment to ARG members’ career development and sense of security within Danaher, our executive officers sponsor the ARGs, prioritize opportunities to speak with our ARGs and participate in their events.





**ARGs in Action**

Our LGBTQ + Friends ARG sponsors the Reverse Mentoring Program, in which LGBTQ+ associates advise leaders in our organization on the struggles they face. This Reverse Mentoring Program has been tremendously successful, prompting several other ARGs to adopt similar programs.

Immediately following the 2020 and 2021 incidents of racially motivated violence in the U.S., our Black + Friends and Asian Descent + Friends ARGs held coffee chats to support their members through those emotionally challenging times.

**Act Local**

One strength of the ARGs is the flexibility local members have to organize events and activities that are meaningful to their particular community. The Pall Aerospace facility in New Port Richey, Florida started the Diversity Action Committee (DAC) in 2020, drawing members from each ARG as well as military veterans to use culture-specific events and dates to facilitate understanding and connection across the New Port Richey team. During Hispanic Heritage Month, for example, the DAC invited associates to share stories, reflections and recipes to help their colleagues better understand their culture and identity.

**Recent Recognition**

For the seventh year in a row, the 2020 Human Rights Campaign Corporate Equality Index named Danaher one of the Best Places to Work for LGBTQ+ Equality.



**Diversity + Inclusion Around the World**

While Danaher is headquartered in the United States, we recognize that D+I means different things in each part of the world. We localize our D+I initiatives to ensure associates experience inclusion in ways that are relevant to their geography and culture. At the same time, we believe it is critically important to establish a singular terminology and unified foundation of behavioral expectations for all associates. In that spirit, we launched a global +Friends campaign in 2021. As part of this campaign, we shared our common definition of “Friend” and offered examples of actions our associates around the world can take daily to show up as a Friend in their workplace.



**European D+I Task Force**

Danaher’s European D+I Task Force reports directly to Danaher’s European Board and D+I Council and was established to accelerate diversity and inclusion progress in Europe. The Task Force initially focused on increasing the representation of women in managerial roles through enhanced development, mentorship, sponsorship and coaching. This work led to the establishment of the Women + Friends ARG in Europe. More recently, the Task Force has evolved

its priorities to include the following:

- Understand the voice of EU associates specific to location, country and region
- Identify and highlight additional D+I focus areas beyond gender
- Define what inclusion and belonging look like in Europe

**Danaher China D+I Day**

In 2021, our D+I Council hosted D+I China Day to recognize leaders who model inclusion. More than 2,000 associates participated in onsite events at over 35 locations across China. The event included fun and engaging events including a “D+I Idol” competition, D+I Fashion Show to showcase each participant’s unique personality, and a debate where General Managers from different sites and operating companies engaged in constructive debate on D+I topics. The day concluded with recognition of 25 associates who have been exemplary models of Danaher’s D+I values in China.







# In Our Communities

## Danaher's Community Impact Strategy

Our team's passion for solving complex challenges reaches well beyond the lab, manufacturing facility or office, and into our local communities. And as a leading science and technology innovator, we have a unique opportunity to drive real change for some of society's toughest problems.

Danaher's community impact strategy relies on a targeted approach to community investment, and a preference for programs that share our commitment to diversity and inclusion. Together with our operating companies, we have prioritized the following areas for community investment:

- Building a diverse and STEAM-ready workforce
- Advancing healthcare innovation
- Protecting the environment

Over the next three years, Danaher is committed to leveraging our time, talent, product and financial resources to deliver on a community impact strategy commensurate with our growth, abilities, the expectations of our stakeholders and, most importantly, our Shared Purpose.







Our associates are the engine driving Danaher’s community engagement around the world. Diverse thought and experience offer limitless ideas for continuous improvement and how we focus our resources to build communities and people. We celebrate and fuel this passion in the following ways:

- **Volunteerism**

We offer an associate platform that enables the pursuit and tracking of personal volunteerism. Team-based volunteerism will be introduced in 2022 and all programs will be available globally in 2023.

- **Dollars for Doers**

Associates can translate the hours they volunteer into grants to the nonprofits of their choice. For every 20 hours volunteered, associates can earn a grant to direct to an eligible organization, up to twice a calendar year.

- **Gift Matching**

Danaher matches donations from associates to eligible organizations up to \$500 per calendar year. Gift matching will be available globally in 2023.

Note: these programs are currently available to full- and part-time associates in the U.S. and Canada

You can read our complete community impact statement [here](#).

### Building the Next Generation of STEAM Leaders

Henry Ford’s [Invention Convention](#) is the largest K-12 grade invention education program in the U.S., with an annual competition that features more than 100,000 student inventions from across the country. In 2021, several Danaher scientists and engineers served as judges, investing over 130 hours of scientific expertise reviewing student submissions.

*“I get excited about the Invention Convention event each year because I’m inspired by the enthusiasm and creativity of the students,” says Kenyatta Lucas, Ph.D. and Consumables Modality Sales Specialist at Cytiva. “It reminds me of why I got my Ph.D. and of being a little girl wondering how the brain works. I love having a front row seat to see the next generation of innovators that will change the world.”*

Danaher is the presenting sponsor of the Innovation in Medical Technology Award, which recognizes a notable student who successfully addresses a health and medical technology problem that could one day save lives. The 2021 winner and scholarship recipient was a sixth-grade student inventor who invented the BioPad—a non-invasive, inexpensive, and easy to self-administer COVID-19 test that only requires a person’s breath. Check out the invention [here](#).

### Breaking the School-to-Incarceration Pipeline

Creating opportunities for lawyers to transform their passion for justice into a lifelong commitment to public service is the mission of [Equal Justice Works](#). Danaher currently funds a two-year fellowship focused on legal services and legislative advocacy to help ensure that education for girls of color is free of discriminatory discipline, harassment and violence.

According to U.S. Department of Education 2018 data, Black girls make up 17% of the national student population, but account for 39% of girls arrested at school, which often pushes them into the criminal justice system. The Danaher-supported fellow is dedicated to building educational equity and keeping schools safe so girls of color can complete their education and achieve their full potential.

### Adream Centers Expand Reach in China

In October 2020, in partnership with the [Adream Foundation](#), Danaher and its China operating companies announced the site of their fourth Adream Center: Poyang Town Central School in Jiangxi Poyang. Danaher is providing for construction support, funding for operations and teachers, and an extensive library. Each of the centers Danaher has supported—in Guizhou Province, Chongqing, Shaanxi Province and now Jiangxi Poyang—is designed to bring quality curriculum and educational experiences to children in remote parts of China. Together, these Danaher-funded Adream centers have positively impacted over 4,800 students and 340 teachers and provide numerous community engagement opportunities for our associates and their families.







**In Support of Safe Drinking Water**

Since 2006, Hach has partnered with [Water Mission](#) to implement accessible, sustainable and safe water solutions in communities worldwide. This year marked Hach’s 8th annual “Walk for Water” event where participants walked 3.1 miles (5 kilometers), reflecting the distance that millions of people—primarily women and children—cover daily to collect water that’s frequently unsanitary and unsafe for consumption. More than 1,000 Hach associates participated and raised funds to help improve access to safe and clean drinking water in six developing regions. Hach has contributed more than \$1.5 million in cash and in-kind contributions to Water Mission since 2006.

In April 2021, La Soufrière volcano on the Caribbean Island of St. Vincent erupted, leaving destruction in its path, displacing 15,000 residents and damaging urban and rural water supplies. In partnership with Water Mission, Hach donated instrumentation and setups for lab and field water testing, reagents for 300 water quality samples and virtual training sessions with the local community. In past years, Hach has provided in-kind support following natural disasters in Haiti, Chile, Puerto Rico, Grand Bahamas, Honduras, Nicaragua and the United States.



**COVID-19: Responding to India’s Second Wave**

As much of our world began to emerge from the COVID-19 pandemic, a devastating second wave of infections raced across India. Our teams activated relationships with key health and humanitarian organizations focused on delivering critical services throughout the country, including [Americares](#), which distributed personal protective equipment to healthcare and frontline workers, and the [SOS Children’s Villages](#), which provided food and hygiene kits to families.

Danaher also contributed \$1 million to [UNICEF](#), [giveIndia](#) and [SEWA International](#), which facilitated the installation of oxygen generation plants across 25 states and union territories and funded 85 RT-PCR test instruments in 75 laboratories. Danaher also matched associate donations to these organizations, raising another combined \$400,000. Additionally, the Danaher Associate Relief Fund, funded by Danaher and our associates, was expanded to provide urgent support to our India-based associates facing a financial hardship as a result of COVID.





# Human Rights

Our commitment to human rights stems from our Shared Purpose, our Core Value “The Best Team Wins” and our Sustainability Mission Statement, which states our commitment to considering the long-term interests of Danaher associates, our customers and business partners, and the people who live in our communities. We believe respect for human rights must be a cornerstone for a sustainable business.

Danaher’s commitment to respecting human rights in our own operations and complying with the laws of the countries in which we do business is articulated in our [Sustainability Policy](#). This commitment to upholding the dignity of every person and respecting and protecting human rights applies to all Danaher locations and businesses worldwide. We believe we have an opportunity and obligation to positively impact the protection of human rights within our sphere of influence and expect our suppliers to act in accordance with internationally recognized human rights standards. Our commitment is guided by the principles set forth in U.S. laws governing human rights, as well as in the following international standards:

- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- International Labor Organization’s (ILO’s) Declaration on Fundamental Principles and Rights at Work

Danaher is also a signatory of the [UN Global Compact](#), which includes a commitment to fundamental principles of human rights.

*In 2021, Danaher became a signatory of the [UN Global Compact \(UNGC\)](#) to demonstrate our commitment to the 10 principles of the UNGC on human rights, labor, environment and anti-corruption.*

We recognize that human rights due diligence is a continuous process. We seek to use policies, training, processes and monitoring systems that advance this commitment in our:

**Operations:** We expect each Danaher associate to act lawfully toward other associates, colleagues, business partners and those in local communities. We do not tolerate the abuse of human rights in our operations. Each year, all associates in administrative, business, technical, professional, management and executive career categories are required to certify their understanding of the [Code of Conduct](#) and all its requirements (including the Code requirements relating to human rights). In addition, associates in our procurement function participate in annual human rights training.

**Supply Chain:** We expect our suppliers to share our commitment to respect human rights. All suppliers are expected to comply with our [Supplier Code of Conduct](#), which sets forth our expectations around supplier business practices (including human rights). We are committed to implementing and improving upon due diligence processes to assess risks relating to human rights. Please see the Danaher [Sustainable Supply Chain Policy](#) for additional details.

**Communities:** As an employer and a corporate citizen, we are aware of our role in the communities in which we operate. We respect the rights of local communities and those who live and work there consistent with international human rights standards. We strive to monitor and address the local and global environmental impacts of our business operations, and to create positive impacts on adjacent communities through local engagement and charitable programs. Please refer to this Report’s section “In Our Communities” for more information regarding our community impact initiatives.



Girl Farming in Sapa, Vietnam by Jay Nguyen, Cepheid associate





Our commitment to human rights also spans a range of topical areas:

- **Fair Labor Practices:** All Danaher employment practices are required to comply with all applicable laws and regulations, including those concerning hours, compensation, opportunity and working conditions. Our businesses are required to respect each associate’s legal rights to make an informed decision, free of coercion, about membership in associations and/or labor unions. Our businesses are required to bargain in good faith with these associations and labor unions.
- **Child Labor:** Danaher’s policy is to support and comply with child labor laws across our operations and supply chain. Our approach is consistent with the ILO labor standards outlined in ILO Conventions No. 138 and 182.
- **Forced Labor and Human Trafficking:** We do not accept or condone any aspect of forced or compulsory labor. We strictly prohibit our associates and suppliers from engaging in human trafficking-related activities.
- **Safe and Healthy Work Environment:** It is Danaher policy that all associates work in a clean and safe environment. In the interest of maintaining a safe and healthy workplace, we require full compliance with applicable workplace safety and industrial hygiene standards as mandated by law.
- **Non-Discrimination and Anti-Harassment:** Danaher is committed to equal employment opportunity and equity, and it is our policy that we base employment decisions on merit, considering qualifications, skills and achievements. Regardless of geographic location, all employment-related decisions must be based on job-related qualifications, without regard to legally protected characteristics such as race, color, national origin, religion, sex, gender, age, marital status, disability, veteran status, citizenship status, sexual orientation, gender identity, gender expression or any other characteristic protected by law. We do not tolerate unlawful discrimination or harassment, and our [Code of Conduct](#) further expands upon these expectations.

- **Privacy:** We are committed to protecting the privacy of those who entrust us with their personal information, including our customers, website visitors, associates, clinical research participants and all those who do business with us. We are committed to explaining how personal information can be corrected, updated or deleted, and are committed to taking steps to keep personal information secure.
- **Access to Healthcare; Product Quality; Pricing:** Access to healthcare, including access to innovative medical devices and other technologies, is a critically important focus for the global health community and our Company. At Danaher, we believe one of the most significant opportunities we have is to improve access to healthcare. We believe our critical contribution lies in continuing to invest in products and solutions that support the discovery and development of lifesaving treatments to address the world’s most intractable health challenges. In addition, Danaher in certain circumstances employs innovative, targeted approaches to address the needs of developing countries, including collaborative partnerships with global organizations; please refer to this Report’s Diagnostics Innovation section for examples of how we advance access to healthcare. We also recognize our responsibilities to ensure the quality and safety of our products from the discovery phase to post-commercialization, and to price our products and solutions responsibly to ensure that they reflect their value.

We are committed to providing effective resolution to the extent we have caused or contributed to adverse human rights impacts. The Danaher Speak Up! helpline, together with the other reporting channels identified in our Code of Conduct, are the grievance mechanisms available to associates, business partners and other persons.

Danaher’s Vice President of Global Procurement and Supply Chain, who reports to Danaher’s Executive Vice President and Chief Financial Officer, is responsible for our supply chain human rights program, and Danaher’s Senior Vice President of Human Resources is responsible for human rights in our direct operations.



**Standing Up for Human Rights at Danaher**

*“While governments play a lead role in ensuring human rights for their citizens, we believe corporations also have an important duty to operationalize human rights in daily interactions with associates, customers and business partners. Which is why we strive to be a responsible corporate citizen and to contribute positively to human rights impacts in the way we run our company... Also, part of being a good corporate citizen is contributing to the communities where we live and work. To that end, you have seen Danaher accelerate our global D+I efforts and take a more visible position on matters of social justice, which we view as congruent to our position on human rights.”*

**RAINER M. BLAIR, PRESIDENT & CHIEF EXECUTIVE OFFICER**





# Helping Protect the Environment



*View Over the Matterhorn by Richard Bossart, Cytiva associate*

Environment, Health and Safety (EHS)

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DBS EHS Management Tools

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# Environment, Health and Safety (EHS)

Our stewardship of the environment and precious natural resources for future generations are core to our sustainability strategy. Our planet is facing unprecedented environmental challenges, and we know that human health is inextricably linked to the health of the planet.

To this end, we are committed to leveraging DBS to reduce the environmental footprint of our operations and our products. It is also imperative that we pursue opportunities for environmental improvements across our value chain. By partnering with our suppliers and customers, we are addressing some of the world's most pressing environmental issues more broadly and effectively than we could on our own. Together, we are **Helping Realize Life's Potential**.

Protecting the safety, health and well-being of our teams is a top priority in all of our pursuits. One of our Core Values is "The Best Team Wins," and we believe we are The Best Team when our associates feel good about coming to work, are empowered to raise safety concerns, and leave safe and healthy at the end of every shift. We are proud that workplace safety consistently receives high scores in our annual Associate Engagement Survey, and our 2020 Safety and Health score ranked in the top quartile of our survey administrator's benchmark of global clients for the 8th consecutive year—since our survey's inception.

To achieve our EHS goals, we have established policies that communicate clear expectations, track key performance indicators (KPIs) to measure our performance, and set goals to drive accountability for continuous improvement. With DBS as our driving force, we've also developed DBS tools designed specifically to reduce energy consumption and waste generation.

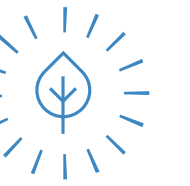
Danaher's Senior Vice President and General Counsel is the executive with management-level responsibility for our EHS program.

## Policies

We articulate our EHS expectations through the following policies:

- **Code of Conduct:** The Code identifies the core principles that guide our organization, including our core EHS principles.
- **Environment, Health and Safety Policy (EHS Policy):** Specifically addresses compliance with applicable EHS laws, personal accountability, continuous improvement in EHS performance, integration of EHS principles into our business plans, product design and facilities, recycling and reuse, EHS due diligence of newly acquired businesses and public reporting of our program effectiveness.
- **Sustainability Policy:** Builds upon the EHS Policy and addresses the EHS elements most critical to our approach to sustainability.
- **Supplier Code of Conduct** and **Sustainable Supply Chain Policy:** Outline our expectations regarding the extension of our EHS values throughout our supply chain, including the assessment and monitoring of our suppliers' environmental performance through the EcoVadis platform.





### KPIs and Goals

To drive accountability and continuous improvement, we have established goals designed to achieve meaningful improvement in our EHS performance and reduce our impact on the environment. Specifically, over the five-year period from 2020-2024, Danaher has committed to:

- Reducing energy consumed (on a normalized basis) by 15%
- Reducing Scope 1 and 2 greenhouse gas (GHG) emissions (on a normalized basis) by 15%
- Reducing percentage of non-hazardous/non-regulated waste sent to landfills or incineration by 15%

We also track a range of other EHS-related KPIs to measure the effectiveness of our program:

In 2020, Pall’s facility in Bad Kreuznach, Germany purchased 8,919 MT CO<sub>2</sub>e allowances as part of the EU Emissions Trading System, and Pall also purchased 285 MT CO<sub>2</sub>e offsets to commemorate Earth Day.

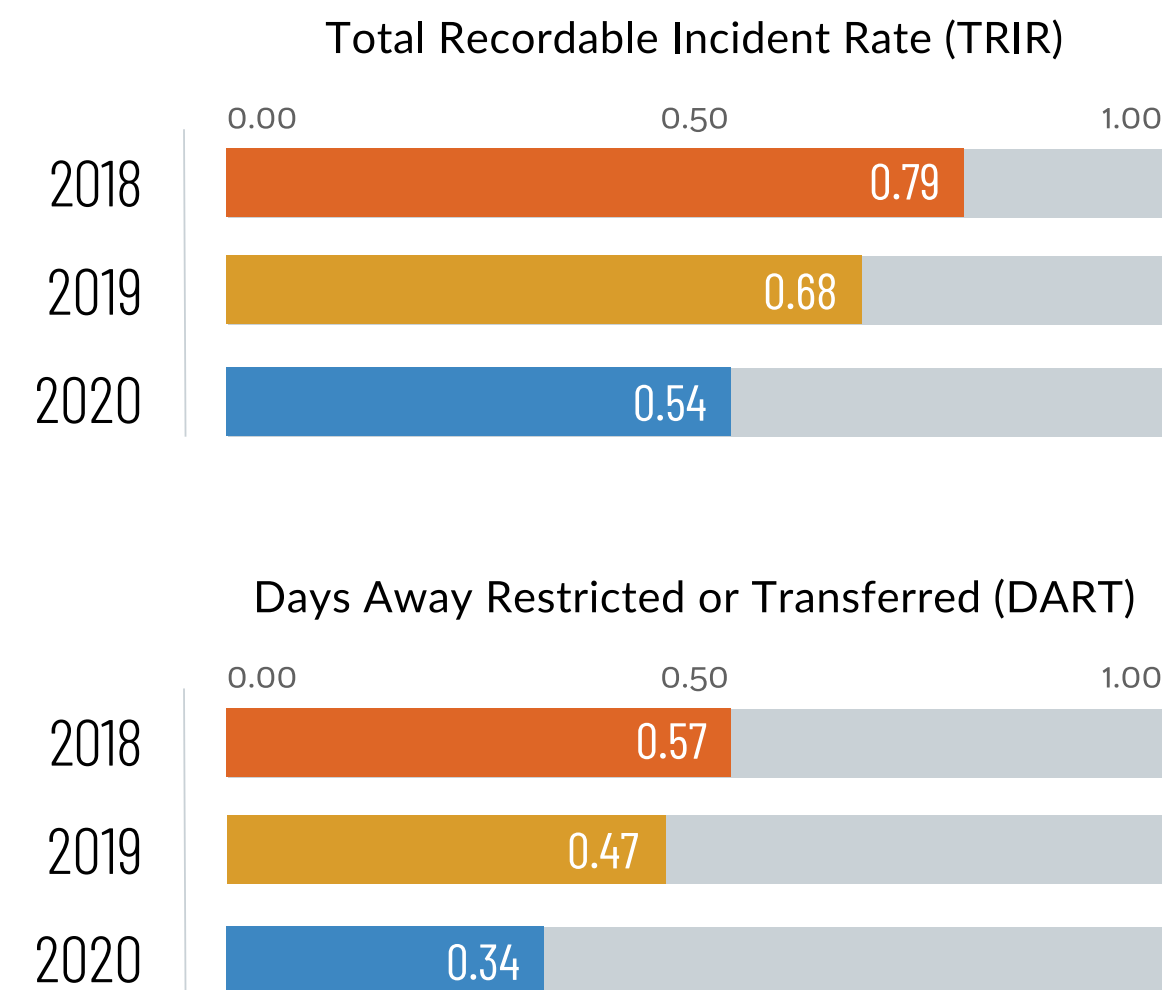
### Occupational Injury and Illness KPIs

Danaher’s 2020 total recordable incident rate (TRIR) was its lowest in ten years and reflects a reduction of 21% since 2019. Our 2020 days away restricted or transferred (DART) case rate has decreased 28% since 2019. Application of our 4E Hazard Control toolkit helps to eliminate and control workplace hazards, which in turn reduces injuries and positively impacts our TRIR and DART rates.

## Danaher Global Environmental Metrics

	2019	2020	Change from 2019 Baseline	2024 Goal
Total Energy Use (intensity) <small>(GJ per million USD revenue)</small>	<b>212.8</b>	<b>193.7</b>	<b>-9.0%</b>	<b>-15%</b>
GHG Emissions, Scope 1 (intensity) <small>(metric tons CO<sub>2</sub>e per million USD revenue)</small>	<b>7.2</b>	<b>6.1</b>	<b>-15.1%</b>	<b>-</b>
GHG Emissions, Scope 2 (intensity) <small>(metric tons CO<sub>2</sub>e per million USD revenue)</small>	<b>10.5</b>	<b>10.3</b>	<b>-2.2%</b>	<b>-</b>
Total GHG Emissions, Scope 1 and 2 (intensity) <small>(metric tons CO<sub>2</sub>e per million USD revenue)</small>	<b>17.7</b>	<b>16.4</b>	<b>-7.5%</b>	<b>-15%</b>
Total Waste Generated (intensity) <small>(metric tons per million USD revenue)</small>	<b>2.5</b>	<b>2.5</b>	<b>-1.1%</b>	<b>-</b>
% of Non-hazardous/Non-regulated Waste Percent Sent to Landfill or Incineration	<b>39.3</b>	<b>36.9</b>	<b>-6.1%</b>	<b>-15%</b>
Total Water Use (intensity) <small>(cubic meters per million USD revenue)</small>	<b>210.3</b>	<b>209.9</b>	<b>-0.2%</b>	<b>-</b>

### Global Safety Performance - All Active Sites



Note: 2019 data includes Envista Holdings Corporation.





# DBS EHS Management Tools

We've combined some of our most effective DBS tools with industry best-practices to create a suite of EHS tools and programs that manage ergonomics, energetics, exposure, environmental compliance, energy reduction and waste reduction.

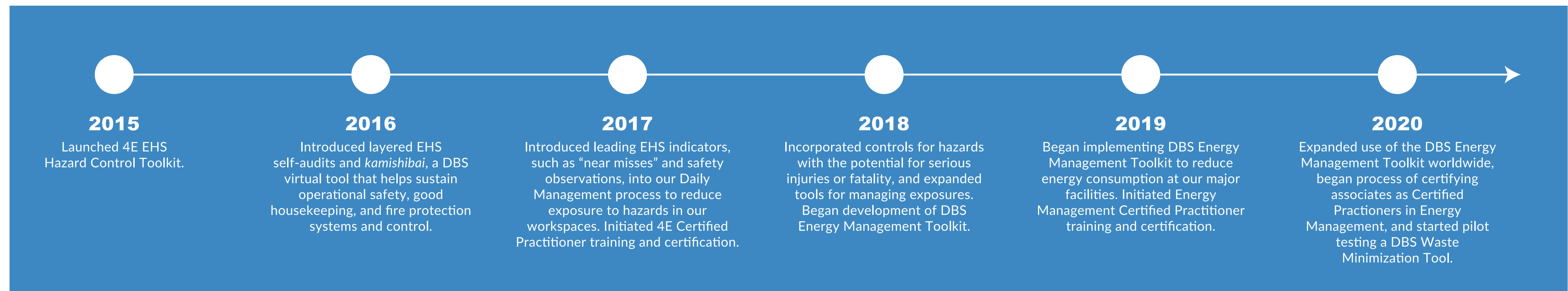
## DBS 4E Hazard Control Toolkit

This DBS-based set of tools enables our associates to identify, assess and control hazards related to the four “E’s”: Ergonomics, Energetics, Exposures and Environment. Over the past 5 years, we have built, expanded and refined our 4E portfolio of management tools. These tools are supported by a specially trained group of associates referred to as Certified Practitioners and Advanced Certified Practitioners.

## DBS Energy Management Toolkit

The DBS Energy Management Toolkit, introduced in 2019, guides facility-level teams in identifying, prioritizing and implementing measures that improve energy efficiency and reduce GHG emissions. Our teams use the toolkit to establish a thorough understanding of energy consumption and identify areas for improvement in the form of an Opportunity Assessment. Next, the teams develop energy management action plans based on the following framework (and implement them using a variety of DBS tools):

- **Envision:** Collect and analyze data relating to electricity and natural gas usage, air line leaks, insulation and types of fuel used. Establish long-term and short-term reduction goals. Establish clear roles and responsibilities.
- **Investigate:** Go to gemba—the physical location where work gets done—to identify and map all systems, processes and pieces of equipment that use electricity, natural gas, other forms of fuel or air, or contain insulation. Use the guidelines and checklists in the Energy Management Toolkit to identify and prioritize opportunities for improvement and develop an action plan.
- **Implement:** Systematically execute the action plan. Measure the impact and track results.
- **Sustain:** Monitor performance at regular intervals, keep stakeholders engaged and add new opportunities for impact to the action plan.







Bluebird in Brea, California by Marci Raudez, Beckman Coulter associate

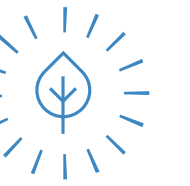
## Waste Minimization Toolkit

Our facility-level teams use the DBS Waste Minimization Toolkit, introduced in 2020, to evaluate current-state waste generation and disposal practices, identify opportunities for improvement and implement comprehensive waste minimization strategies. The toolkit follows the waste management hierarchy of controls: avoid, reduce, reuse, recycle, recover energy, treat and dispose. The teams develop and implement waste management action plans based on this framework.

**Our Pall facility in New Port Richey, Florida used the DBS Waste Minimization Toolkit and tracked the following year-over-year improvements during the first year following implementation:**

- 45% reduction in total waste
- 61% absolute reduction in regulated waste disposed
- 75% reduction in regulated waste recycled
- 83% increase in recycling rebates
- 87% reduction in waste spend
- 44% reduction in waste generated per USD revenue





## Other EHS Management Tools

A number of our sites adhere to globally recognized EHS management systems, including ISO 14001 (environmental), ISO 45001 (health and safety) and ISO 50001 (energy management):

Number of Sites Adhering to EHS ISO Standards	
<i>All data as of December 31, 2020</i>	
ISO 14001	50
ISO 45001	17
ISO 50001	6

Note: total number of manufacturing and assembly sites globally was 177 as of the end of 2020.

## Training and Education

We offer EHS training and education at both the corporate and operating company levels, to raise understanding of EHS compliance obligations, and actively promote an EHS culture of accountability and engagement.

## EHS Risk Assessment Tool

We revised our EHS risk assessment process in 2021 to place greater emphasis on the strategy and cultural aspects of EHS. Now called the EHS Maturity Assessment Tool (MAT), this tool scores a site against five major elements (strategy, risk management & compliance, DBS, organization and culture) and eleven sub-elements. Sites move through beginner, foundational, mature and advanced process maturity phases as they develop, implement and sustain key MAT requirements. The MAT requires senior leaders and

EHS personnel of in-scope sites to set annual goals and three-year improvement targets. Leadership at both the Danaher and operating company levels reviews progress against these goals and targets multiple times each year.

Each year, we recognize the global “Best” and regional “Most Improved” EHS programs within our organization. Sites are evaluated based on several categories, including:

- EHS Maturity Assessment Tool (MAT) score
- TRIR/DART
- Regulatory Notices of Violation/fines
- On-time closure of audit findings
- DBS tool deployment
- Environmental sustainability performance
- Property risk protection

In 2020, the “EHS Best Plant” designation was awarded to our Hach facility in Ames, Iowa. Pall was awarded “Most Improved” for its facilities in New Port Richey, Florida, Newquay, U.K. and Beijing, China.

## Business Interruption Analysis and Business Continuity Planning

We also maintain Business Interruption Analysis (BIA) and Business Continuity Plan (BCP) tools and templates that our operating companies use to mitigate risks relating to business interruption. Our BIA tools guide: an assessment of interdependencies between the manufacturing and distribution facilities within a particular operating company; an analysis of the financial, product delivery and other impacts of the loss of a given facility for a maximum foreseeable period

of time; and development of strategies to minimize the impact of such loss on our ability to provide products to our customers. Our operating companies use BCP tools to implement their strategies for minimizing impact to our facilities, associates and customers. In addition, we have standard work that requires incorporation of engineering best practices in our facility design, construction and modification processes to protect our facilities against fire, flood, wind and earthquake.

Creating resilience through our partnership with our property insurer, FM Global, is another dimension of our risk mitigation and business continuity strategy. Routine physical inspections of our global real estate assets help to identify and mitigate risks associated with weather-related climate impacts. FM Global’s specialized engineering services are also utilized for design reviews related to capacity expansions and other site improvements to help ensure best-in-class design features are being considered.

The COVID-19 pandemic has presented us with additional, unique safety and health challenges. Our emphasis in prior years on improving our crisis management and business continuity planning capabilities positioned us to promptly address the safety and health of our associates through the development and implementation of a global pandemic response plan.





## EHS Audit Program

To supplement our operating company-led audits, we are developing and piloting internal audit tools focused on warehousing and machinery-related lockout/tagout risks, which can pose serious injury and fatality potential and exposure.

Third parties are used to support acquisition-related due diligence and baseline audits as well as provide added subject matter expertise and internal audit capabilities as needed for our operating companies' audit processes.

## EHS Information Management System

We use a third party, global EHS information management system to collect and manage EHS information, including:

- EHS incident, severity, investigation and corrective action tracking
- EHS performance metric reporting and tracking
- Sustainability-related metric reporting and tracking
- A compliance calendar for managing compliance and other recurring tasks
- Tracking the remediation of incident, audit and inspection findings



*The Sky's the Limit - Women Empowerment* by John Szumila, Beckman Coulter associate





# Foundational Elements



St. Ives, Cornwall U.K. by Louise Davies, Cepheid associate

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# Ethics and Compliance at Danaher

Danaher's culture is rooted in a strong foundation of integrity and sound governance, and our sustainability program reflects this commitment. Our operating companies have developed trust with their associates, customers and local communities over decades. And at Danaher, we have always recognized the importance of reputation to our success, which is why we are committed to maintaining the highest ethical standards and complying with all applicable laws, wherever we do business.

Danaher's integrity, reputation and successful execution of our ethics and compliance program priorities are key to our growth strategy. Studies have shown that organizations with strong reputations and compliance cultures attract better talent, are generally perceived by stakeholders as providing more value and have higher customer loyalty. An ethical workplace also helps build the trust necessary for our associates to innovate, engage at a high level and feel comfortable bringing forward any concerns.

Danaher is committed to doing business with integrity at every level of our organization. Our corporate ethics and compliance function is responsible for Danaher's Code of Conduct and related policies and programs that govern how we interact with customers, colleagues, business partners, regulators and communities, and how we market our products and services. All Danaher operating companies are required to implement and comply with these policies and programs.

## The Danaher Corporate Ethics and Compliance Function

A central, robust corporate ethics and compliance function reinforces our commitment to integrity. Danaher's ethics and compliance program is led by our Vice President, Chief Ethics and Compliance Officer (CECO), who reports directly to Danaher's Senior Vice President-General Counsel. The CECO is responsible for developing, implementing, and maintaining Danaher's ethics and compliance program.

Our centralized ethics and compliance function is supported by compliance leaders and teams embedded within Danaher's businesses. The leadership of each of Danaher's business platforms and of Danaher's geographic regions conduct regular compliance reviews with their respective senior management teams to stay informed and track progress on key compliance priorities and KPIs.

The responsibilities of our centralized, corporate ethics and compliance function include:

- Developing and communicating policies that convey Danaher's expectations and requirements relating to ethics and compliance
- Supporting platform and operating company compliance teams and leaders
- Developing and overseeing implementation of programs and campaigns that increase associates' ethical awareness
- Reporting quarterly to Danaher's Audit Committee and at least annually to Danaher's Board of Directors on Danaher's ethics and compliance program
- Developing and implementing ethics and compliance training
- Leveraging DBS tools to support Danaher's ethics and compliance program
- Leveraging data analytics to identify and mitigate key ethics and compliance risks
- Collaborating with Danaher's internal audit function to manage our anti-corruption risk assessment and risk mitigation program
- Managing our confidential reporting helpline, Speak Up!
- Leading investigations into alleged misconduct

In 2018, we engaged an outside advisor to assess our ethics and compliance program and advise on industry trends and best practices. Compliance team members from across the Company have worked collaboratively to design and implement programmatic improvements based on the results of the review.





## The DanaHER Code of Conduct

DanaHER's [Code of Conduct](#) guides our everyday actions and interactions with internal and external stakeholders and is available in 19 languages. The Code requires all DanaHER directors and associates to comply with all applicable laws, rules and regulations, provides specific guidance with respect to particular areas of ethics and compliance, and also counsels our associates on how to deal with common compliance-related scenarios. The Code encourages our directors and associates to ask questions when unsure about any ethics or compliance issue and requires them to report actual or potential violations of law, our Code of Conduct or other DanaHER policy. Finally, the Code of Conduct makes clear that DanaHER will not tolerate retaliation against anyone who reports a problem in good faith, nor will we tolerate retaliation against anyone who participates in an investigation.

## Reporting Concerns

Per our Code of Conduct, ethics and compliance questions, suspected violations of law or policy or retaliation concerns can be raised through numerous channels, including managers, HR, legal or compliance department representatives, DanaHER's Board of Directors or the Speak Up! Helpline.

The Speak Up! call center and website are independent from DanaHER and staffed by third-party ethics and compliance specialists. Speak Up! is a confidential way for associates to ask questions, seek guidance and report possible violations of law or policy. In addition, we encourage our business partners and other third parties who interact with us to report compliance concerns through Speak Up! We publicize Speak Up! through an annual internal communications campaign, and information about Speak Up! is prominently available in our Code of Conduct, in our offices and facilities, and on our intranet and public website.

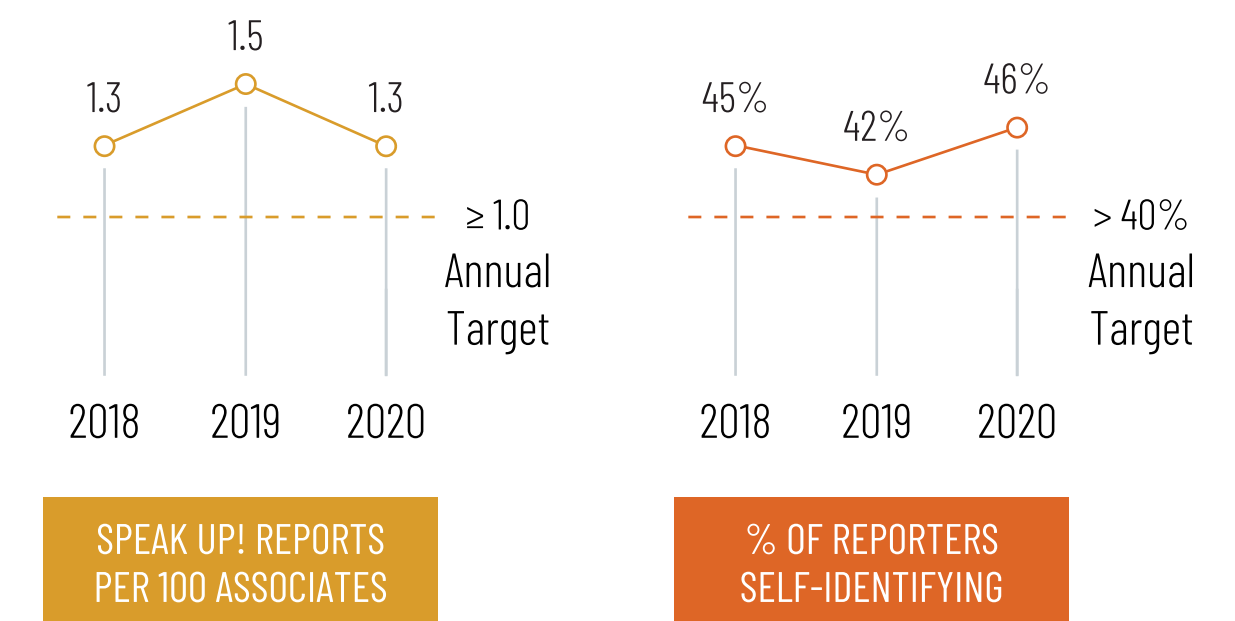
Our associates and business partners may use Speak Up! 24 hours a day, 7 days a week. When a concern is reported by phone, the operator will listen, ask questions if necessary and then write a summary report. Phone numbers

are available for over 120 countries. Associates can also file complaints or submit inquiries electronically through [www.danaHERintegrity.com](http://www.danaHERintegrity.com), which is available in 17 languages. Reporters can choose to submit their concerns to Speak Up! anonymously, where allowed by local law. All complaints and inquiries submitted through Speak Up!, whether by phone or electronically, are provided to DanaHER for assessment and further action.

DanaHER's corporate ethics and compliance function tracks and oversees all reported concerns from investigation to resolution. In 2020, we received and investigated over 850 reports. Where appropriate we took disciplinary action, including coaching, changes in job responsibilities or title, discussion in performance reviews, adverse impact on paid incentive compensation and/or termination of employment. Associate trust in the Speak Up! program is fundamental to our compliance program. We track two key metrics to measure the level of trust that our associates have in the program:

- Each year (including 2021), we target at least one Speak Up! report for every 100 DanaHER associates as an indication that associates feel comfortable raising their concerns. We evaluate this metric overall and by specific associate groups.
- When associates use the Speak Up! Helpline, we view their willingness to self-identify as an indicator of trust and confidence in the program. We believe that having more than 40% of Speak Up! reporters self-identify in any given year is an indicator of the health of our program (this is an annual goal, including for 2021).

To the extent we identify a sustained and significant deviation from either of these indicators, either at the DanaHER level or in specific associate groups, we use DBS tools (particularly the Problem Solving Process) as appropriate to develop and implement countermeasures.



## Corporate Internal Audit Support

DanaHER has a robust corporate internal audit function tasked with validating that proper accounting and accounting-related controls exist throughout DanaHER. The corporate internal audit function regularly conducts extensive internal audits to help ensure that DanaHER's externally reported financial statements are properly prepared according to U.S. Generally Accepted Accounting Principles and to validate the effectiveness of the Company's internal controls over financial reporting.

Our internal audit team also coordinates with DanaHER's corporate ethics and compliance function to quantitatively rank our business locations from a risk perspective and develop risk mitigation plans based on such data.





# Ethical Workplace

Well-established, Danaher-wide policies and programs (including the Code of Conduct) reinforce our culture of integrity within the workplace. These include the ethics and compliance systems described in this Report and, in some cases, the use of data analytics to identify and mitigate risks. We look to industry best practices and benchmarks to track our performance against our peers.

## Measuring Associates' Ethics and Compliance Performance

Every Danaher associate is personally accountable for following our ethics and compliance policies. The Integrity Anchor, *Models Humility, Transparency and Integrity*, is one of five Leadership Anchors that guide the annual performance reviews that are part of our P4G Program. Central to this Leadership Anchor is maintaining Danaher's core ethics and values, conducting oneself with humility and cultivating a culture of candor. Associates self-assess and managers numerically score associate performance with respect to this element annually. The Integrity Anchor score an associate receives directly impacts their compensation.

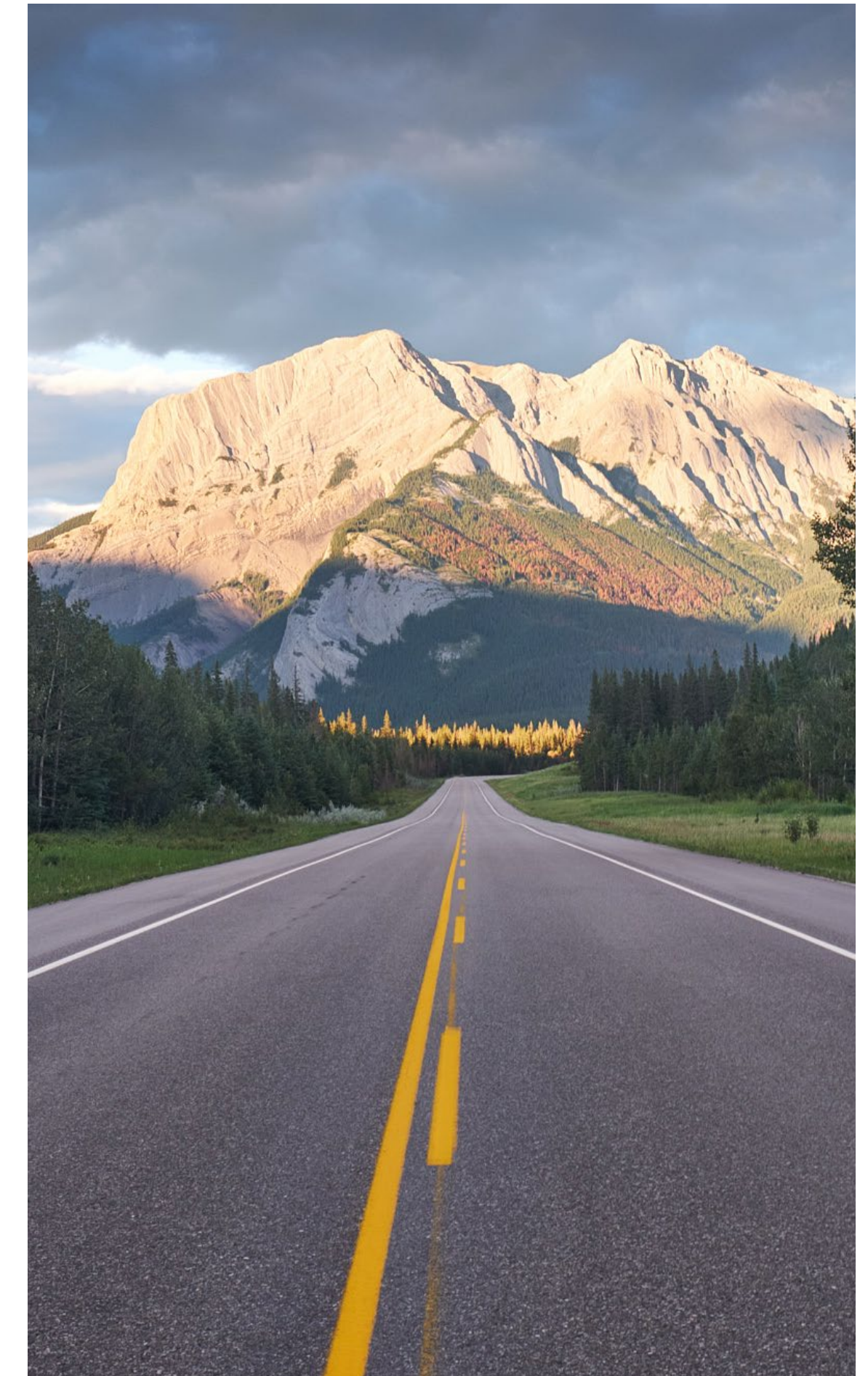
## Assessing Associate Trust in the Ethics and Compliance Culture

Every year, we ask Danaher associates to rate our ethics and compliance culture as part of our Engagement Survey. Leaders across our platforms and operating companies leverage those results to develop action plans and drive improvement, as necessary. Our goal is to achieve, by 2024, a score on this Engagement Survey dimension that is five percentage points above the global average of companies benchmarked by our survey provider. In 2020, Danaher's score was one percentage point above the survey provider's global average.

## Empowering Associates Through Ethics and Compliance Training

Each year, all associates in administrative, business, technical, professional, management and executive career categories are required to take Code of Conduct training. In addition, in most countries where we operate, we also require such associates to certify that they have complied with the Code of Conduct. Code of Conduct training is also provided when such associates join Danaher as new hires or through acquisitions, and live Code of Conduct training is provided in certain cases for our shop floor and manufacturing associates. In addition, associates are assigned training on various, specific ethics and compliance topics as part of the Danaher Annual Training Program. This program helps all associates understand their obligations under the law, the expectation to act ethically and how to manage the risks inherent in their job function. In 2020, the Annual Training Program included the following training courses (the specific courses assigned to any particular associate are based on the associate's role and level within the organization):

- [Code of Conduct](#)
- Creating a Harassment-Free Workplace
- Cyber Security
- Data Privacy and Protection
- Environment, Health and Safety
- Global Anti-Bribery and Anti-Corruption
- Insider Trading
- Marketing and Advertising of Medical Devices
- Quality Systems Regulations: Good Manufacturing Processes



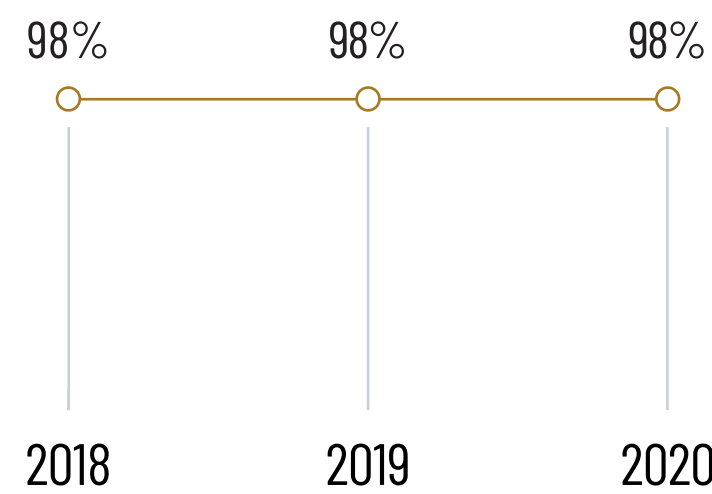
Directions - Jasper, Canada by Klaus Kjoeller, Radiometer associate





In general, any associate who fails to complete the required ethics and compliance training in a given year can achieve a score on the Integrity Anchor of no more than 2 out of 5 (if they fail to complete one required training course) or 1 out of 5 (if they fail to complete two or more required training courses). We may withhold advancement opportunities, further recognition or monetary bonuses from, or terminate, associates who do not meet our expectations with respect to integrity and compliance.

Our culture of integrity is built and maintained by all associates, but our leaders carry an additional responsibility. To ensure that our people leaders understand their role in building a culture of integrity, ethical leadership training is included in the Leadership Development Program for newly promoted mid-level and senior leaders. These sessions are facilitator-led, scenario-based, and rooted in real Danaher leader experiences.



% OF IN-SCOPE ASSOCIATES WHO COMPLETED CODE OF CONDUCT AND RELATED CERTIFICATION

Note: 2018 data includes Envista Holdings Corporation

*Ensuring that associates who join Danaher through acquisition are immersed in the Danaher culture of ethics and compliance is a key element of our integration playbook. We set a target of training all new associates on the Code of Conduct within 90 days of the date the acquisition closes. Our largest acquisition to date, Cytiva, was no exception. 99.9% of in-scope Cytiva associates completed the Code of Conduct training within 90 days of the date the acquisition closed in March 2020.*

## Countering Bribery & Corruption

Bribery and corruption are risks for all global enterprises. Preventing, detecting and responding to these risks, as well as maintaining accurate books and records, is a critical priority for Danaher and its platforms and operating companies.

All Danaher associates must comply with all applicable laws and regulations, and all Danaher policies and processes, relating to anti-bribery and anti-corruption. These policies and processes include the following:

### Anti-Corruption Policy

Danaher’s policy is to abide by the anti-bribery and anti-corruption laws of the countries in which we operate, and our Anti-Corruption Policy specifically articulates this requirement. The Danaher Anti-Corruption Policy prohibits Danaher associates and representatives from improperly making, offering, providing or authorizing the provision of anything of value to third parties to affect a decision or secure an advantage in order to obtain or retain business.

### Gifts & Entertainment Policy

Danaher competes for business on our merits. The Danaher Gift & Entertainment Policy prohibits providing gifts and entertainment to secure business. Danaher associates may not give or receive gifts and entertainment as a quid pro quo for selecting a particular supplier. Additional restrictions apply to gifts and entertainment provided to government officials.

### Customer Trip and Entertainment Policy and Procedure

The Danaher Customer Trip and Entertainment Policy and Procedure sets forth the criteria that must be met for Danaher to arrange for customer travel, including a legitimate Danaher business purpose and permissibility under applicable law and other relevant Danaher policies.





### Danaher Anti-Corruption Program

Our Anti-Corruption Program (ACP) is managed by Danaher’s corporate ethics and compliance function, in cooperation with our internal audit and finance functions. The ACP consists of an annual risk assessment process that evaluates and quantifies corruption risk at every operating company based on criteria including the Corruption Perceptions Index (a publicly available index that ranks countries by their perceived levels of public sector corruption), revenue by country, historical compliance and internal audit performance, business model and management input. The results of the ACP risk assessment drive the selection and application of anti-corruption auditing, monitoring and risk-mitigation activities across our operating companies

### Channel Partner Management

We also evaluate and monitor the ethics and compliance of our third-party sales partners, such as distributors, through our Channel Partner Management compliance program. This program includes the following elements:

- Our [Channel Partner Code of Conduct](#) articulates our ethics and compliance expectations and requirements of our sales channel partners.
- We conduct due diligence on our third-party sales partners to help ensure adherence to our [Code of Conduct](#) and reduce risk before the partner is approved to conduct business on behalf of Danaher. Diligence is risk-based and repeated at periodic intervals.
- Our third-party sales partners (and many of our other third party intermediaries) are required to complete our Anti-Corruption Program training, which is a condition to a Danaher operating company entering into or renewing a contract with such partner.

- Our third-party sales partners are required to complete an annual certification of their compliance with the Danaher Channel Partner Code of Conduct as well as all applicable laws and regulations.
- We leverage artificial intelligence to continuously monitor our third-party sales partners for legal or reputational issues that may surface through various channels, including watch lists, sanctions, court filings or media.
- We proactively audit select third-party sales partners to ensure their ongoing commitment to Danaher’s Channel Partner Code of Conduct.

### Competition and Trade Compliance

Many countries have laws governing fair competition as well as how products and services are moved in or out of country. Danaher has implemented policies, training, and processes to mitigate risks relating to these laws, including the following:

#### Antitrust

It is Danaher’s policy to comply with all applicable laws, rules and regulations against unfair competition. The Danaher Antitrust Policy addresses compliance with the United States federal antitrust laws, notes activities that may lead to antitrust law violations and highlights areas where European competition law may differ from U.S. law.

### Import and Export

The countries in which we operate typically regulate how goods are imported and exported. Danaher’s Policy Regarding Worldwide Import Regulations provides guidance to our businesses on these regulations and requires each operating company to implement applicable policies and procedures to help ensure compliance with these laws

Additionally, U.S. export control regulations are intended to ensure that certain products and technologies are not sold to actors who could use such items for inappropriate purposes, and many other countries have similar laws. The Danaher Export Compliance Policy describes the types of transactions subject to export control laws globally and the processes Danaher has instituted to help ensure compliance. Associates in business development and strategy, supply chain and logistics, legal, management, sales, quality and regulatory affairs and finance functions receive training on trade compliance and sanctions at least bi-annually as part of the Annual Training Program. In addition, Danaher requires its businesses to screen all parties to a transaction before export, using a reputable screening provider, to help ensure compliance with applicable trade compliance regulations.





## Ethical Interactions with Healthcare Professionals

Danaher's [Code of Conduct](#) requires that we comply with all applicable laws and regulations that govern our promotional activities and our educational and commercial relationships with healthcare professionals. To further advance compliance, businesses in our Diagnostics segment belong to various industry associations that promulgate industry-specific ethical frameworks, including the Advanced Medical Technology Association (AdvaMed), a global medical device trade association, and MedTech Europe, a European trade association for the medical technology industry. All of our Diagnostics businesses have committed to comply with AdvaMed's Code of Ethics on Interactions with Healthcare Professionals, which clarifies and distinguishes appropriate activity with healthcare professionals (HCPs), and our European Diagnostics businesses have also committed to comply with the MedTech Europe Code of Ethical Business Practice, which regulates all aspects of the industry's relationship with HCPs and healthcare organizations to help ensure such interactions are ethical and professional.

Danaher associates in businesses that interact with healthcare professionals receive information and training about the above requirements in a number of ways, including online and in-person trainings and periodic communications. Associates in sales, management, marketing, and quality and regulatory affairs functions receive the Marketing and Advertising of Medical Devices training annually as part of the Annual Training Program.

We support industry initiatives and regulatory requirements to make information about certain payments or transfers of value to healthcare professionals publicly available, and our [Sustainability Policy](#) memorializes our support for such transparency. In the United States, each of our healthcare companies publishes aggregated financial data under the Physician Payments Sunshine Act, a national disclosure program within the Centers for Medicare & Medicaid Services (CMS) that promotes transparency around the financial relationships between healthcare providers and manufacturers of drugs, medical devices and biologics. Disclosures are also made based on specific state requirements. In Europe, we comply with the Disclosure Guidelines of the MedTech Europe Code of Ethical Business Practice as well as other country specific disclosure laws such as the French Sunshine Act (Loi Bertrand), Italian Sunshine Act (based on the Assobiomedica Code), and Decree Law 5-2017 of the Portuguese Ministry of Health. Other countries or regions in Asia Pacific, Latin America, the Middle East and Africa have similar legal or industry code requirements that we make disclosures pursuant to.

Our Sustainability Policy also articulates our support for the overall principles of greater clinical trial data transparency, including registration and disclosure of clinical trial results in external registries, publication of results in peer-reviewed journals and sharing of clinical study reports and participant-level data from clinical trials. Clinical trials conducted around the world by our businesses are listed on the U.S. National Institutes of Health's website, [www.clinicaltrials.gov](http://www.clinicaltrials.gov), the European Clinical Trials Register, and country-specific and regional registries across the globe.

## Responsible Marketing to Customers & Patients

Danaher's Code of Conduct requires that we promote our medical products solely based on their approved labeling, that we sell our products through accurate and truthful communications, and that all information provided to others about our medical products be truthful, balanced and supported by data and relevant experience. In addition to the Code of Conduct and the AdvaMed and MedTech Europe ethical frameworks referenced above, we require all associates who market directly to healthcare professionals to follow these Danaher policies:

- **Healthcare Professionals Interaction Policy:** Addresses the standards for conducting events with healthcare professionals in attendance as well as engaging healthcare professionals to provide services
- **Product Marketing, Advertising and Promotion Policy:** Addresses the use of any type of marketing to inform or persuade target audiences of the relative merits of a product, service, brand or issue
- **MedTech Gift and Entertainment Policy:** Promotes compliance with all applicable regulations and rules, globally, that govern interactions with healthcare professionals
- **Social Media Guidelines for FDA-Regulated Operating Companies:** Addresses information used on social media and other online platforms to advertise and promote products and services

In 2020, Danaher incurred no monetary losses as a result of legal proceedings associated with false marketing claims.





# Medical Device Product Quality

## Regulatory Framework; Danaher Risk Profile

Danaher’s subsidiaries make and sell life sciences, medical diagnostics, water quality and product identification products and solutions. Some of these products are medical devices that are regulated by the FDA, and by similar agencies in other countries. Our medical device manufacturing sites are required to adhere to all applicable quality system regulations and requirements, including with respect to the U.S. Current Good Manufacturing Practices (CGMP) requirements set forth in the FDA’s Quality Systems Regulation (QSR) and in Europe and other countries around the world the ISO Medical Devices – Quality Management Standard (ISO 13485).

The risk profile of our medical device portfolio differs from that of many of our medical device peers. Our medical devices consist primarily of products used to collect, prepare, organize and examine specimens in vitro. Medical professionals may take into account results generated from our products, often with other factors, in diagnosing and treating patients. By comparison, many of our medical device peers primarily produce medical devices that are implanted into, or applied to, the human body, which may carry greater risk of injury to the human body.

The FDA’s risk classification of our medical devices reflects these points and illustrates that with few exceptions, our medical devices are classified as low or medium risk. The chart to the right categorizes the FDA-registered sites of Danaher’s subsidiaries based on the risk classification of the devices produced at the site:

## FDA Registered Sites of Danaher’s Subsidiaries

(as of April 2021)

*Classified by Highest-Risk Device Produced at Site*

Platform	High (III)	Medium (II)	Low (I)	Total Registered Sites
Diagnostics	2	24	9	35
Life Sciences	-	9	8	17
Water Quality	-	1	-	1
Product Identification	-	-	-	-
<b>Total</b>	<b>2</b>	<b>34</b>	<b>17</b>	<b>53</b>





Sunshine in the Forest by Stacey Kendall, Cytiva associate

## Centralized Compliance Standards and Controls

The Danaher Code of Conduct requires that the medical devices we make and sell strictly comply with all applicable rules and regulations. To help ensure compliance, we deploy common Quality Management Systems (QMS) standards and controls across our medical device operating companies to drive the safety and effectiveness of these products and services. Below are highlights of these standards and controls.

### Regulatory, Quality and Clinical Affairs KPIs

We require our operating companies to track and report on a regular cadence KPIs designed to provide transparency, drive accountability, and measure the health of our QMS. These required KPIs focus on pre-market and post-market product and QMS performance, covering areas such as internal and external audits, supplier and internal corrective and preventive actions, complaints, external defects, clinical trials, recalls and adverse events. KPI goals are established for each medical device operating company, and we leverage our DBS tools to help us meet these goals. Danaher’s executive leadership reviews these KPIs on a regular basis, in addition to established QMS reviews by our operating company leadership.

### Corporate Audit Programs

Annually, Danaher’s corporate staff audits our sites registered with the FDA for compliance with the FDA’s CGMP requirements, including product testing, supplier evaluation and monitoring, medical device reporting, recalls, FDA establishment registrations and device listings. With respect to medical device sites regulated by comparable regulators in other countries, the corporate audit staff typically includes those applicable regulatory requirements in their audit protocols, including as applicable the ISO 13485 standard and Medical Device Single Audit Program requirements. Danaher’s corporate audit function also regularly audits our businesses to help ensure compliance with Danaher’s and the applicable operating company’s policies regarding responsible marketing, advertising and promotional procedures, and practices and training.

### Annual Compliance Training

The KPI and auditing controls described above are bolstered by CGMP-specific annual training requirements. All associates employed by our medical device operating companies, including senior management, are required to participate in annual training covering CGMP compliance and compliance with laws governing the advertising and promotion of our products.





## Regulatory Inspections

As a medical device manufacturer, our manufacturing facilities are subject to inspection on a routine basis by the FDA and by similar agencies in other countries. The FDA inspects (and independent certification organizations designated by non-U.S. regulatory authorities audit) registered medical device sites using a risk-based process, taking into account the risk profile of the products manufactured by the site. In connection with an inspection, the FDA may issue Form 483 Inspectional Observations, Warning Letters, and/or consent decrees, which list conditions or practices that may indicate a violation of the FDA's requirements. Danaher's goal each year (including 2021) is to have zero FDA Form 483 Inspectional Observations, Warning Letters and consent decrees. The chart below illustrates our FDA inspection performance from 2018 through 2020:

FDA Inspection Results			
	Consent Decrees	Warning Letters	483 Observations
2020	0	0	0
2019	0	0	4
2018	0	0	1

## Danaher Reliability System

We deploy a common framework and suite of processes across Danaher's operating companies (including our medical device operating companies) to drive product quality and reliability, known as the Danaher Reliability System (DRS). The DRS, one of the foundational tools in the DBS toolbox, operates across the product lifecycle and consists of six pillars: leadership focus on reliability, design for reliability, Supplier Quality Management, manufacturing process control, customer service and support, and customer defect tracking and resolution. The DRS both supports and incorporates the medical device regulatory requirements described above as applicable, but goes beyond such requirements with the goal of driving world-class reliability.

## Recalls

A medical device recall can include actions ranging from a labeling change or an in-field correction to a partial or full removal of the product from the market, depending on the nature of the issue and the risk to public health. Medical device recalls are typically conducted voluntarily by the manufacturer but may also be mandated by FDA. Recalls are required to be reported to FDA if the recall was initiated to reduce a risk to health posed by the device or to remedy a violation of applicable law caused by the device which may present a risk to health. FDA classifies recalls as Class I (highest risk), Class II or Class III (lowest risk) based on the relative degree of health hazard posed by the recall. The table below illustrates our FDA recall activity from 2018 through 2020:

FDA Recall Activity						
	Class I	Class II	Class III	Total US Recalls	FDA Initiated	Seizures/ Consent Decrees
2020	0	22	1	23	0	0
2019	0	17	0	17	0	0
2018	2	26	1	29	0	0

Note: Recalls are reflected in the year the applicable Danaher operating company initiated and reported the recall to the FDA.





# Supply Chain Sustainability

Danaher maintains an extensive, complex network of supplier relationships that are critical to our success. In 2020, we conducted business with over 80,000 suppliers globally, and our supply chain spending exceeded \$8 billion—a reach that offers us the opportunity to drive our sustainability values across a footprint far broader than our direct operations. As a result, we view our supply chain as an extension of our own business and expect our suppliers to share our values. While recognizing differences in laws, customs and acceptable practices around the world, we believe shared values are the cornerstone of supplier relationships and we articulate our expectations through the following policies:

- [Supplier Code of Conduct](#) Sets forth the requirements and expectations we have of our suppliers with respect to legal compliance and ethical business practices.
- [Sustainable Supply Chain Policy](#) Details Danaher’s requirements and expectations with respect to the extension of our sustainability values across our supply chain.
- [Conflict Minerals Policy Statement](#) Sets forth our rules designed to avoid the sourcing of minerals that finance or benefit armed groups in the Democratic Republic of the Congo (DRC) or in adjoining countries.

Danaher’s Vice President of Global Procurement and Supply Chain, who reports to Danaher’s Executive Vice President and Chief Financial Officer, is responsible for Danaher’s supply chain sustainability program.

We have implemented the following management programs to help mitigate risk, support product quality and drive our sustainability values in our supply chain:

## Supplier Risk Assessment/Risk Management

We have a rigorous supply chain risk assessment/risk management program that incorporates supplier financial and risk data from external providers as well as Danaher internal data. Key elements of the program include the following:

- Suppliers are scored based on their impact on Danaher’s revenues, the supplier’s financial health and any Danaher source limitations with respect to the supplied product.

- A risk management plan (RMP) is required to be developed and implemented for any supplier who exceeds a specified risk assessment score. The RMP may include, among other elements and as applicable, financial monitoring, business continuity planning, supplier training/development, additional contractual provisions and tooling assessments.
  - In addition, a supplier emergency response plan is required to be developed and implemented for any supplier whose revenue impact and source limitation scores exceed a specified level.
- Leadership at both the Danaher and operating company level review the program status for their respective businesses on a regular basis.

## Sustainability Due Diligence, Assessment and Monitoring

We have partnered with EcoVadis, a globally recognized provider of business sustainability assessments and ratings, to assess and monitor our supplier sustainability performance. In 2021, we anticipate that EcoVadis will assess and rate suppliers representing more than 40% of our annual supplier spend on topics including energy consumption and GHG emissions; water consumption; biodiversity; supplier environmental practices; product use and product end-of-life; customer health and safety; employee health and safety; working conditions; career management and training; child labor, forced labor and human trafficking; diversity, discrimination and harassment; supplier social practices; human rights; corruption; anticompetitive practices; and responsible information management. In-scope suppliers are also monitored on a real-time basis with respect to specific KPIs including U.S. Global Compact signatory status; CDP participation; the existence of a formal sustainability policy; the existence of an active whistleblower procedure and policies on anti-corruption and bribery; extent of ISO 14001 and ISO 45001 certification coverage; public reporting on energy consumption, GHG emissions and health and safety indicators; and sustainability-related audits or assessments.

- The EcoVadis rating a Danaher supplier receives could impact the frequency of subsequent EcoVadis assessments or could require the supplier to develop a Corrective Action Plan targeting specific improvements, among other impacts. Please see our [Sustainable Supply Chain Policy](#) for additional details.





## Supplier Quality Management

One of the key elements of the Danaher Reliability System is the Supplier Quality Management (SQM) process. The iterative elements of SQM include criteria for supplier qualification and processes to measure and monitor supplier performance, implement corrective actions and improve supplier performance. Where appropriate we provide training and other development support to improve supplier performance, which may include supplier corrective action plans, supplier development plans, DBS-based improvement activities, process audits and/or business reviews. In our medical device businesses, the SQM both supports and incorporates applicable medical device regulatory requirements, including supplier audits where required.

## Training and Education

In 2021, we implemented an annual program to train our procurement associates on human rights awareness, risk management and other sustainable supply chain topics, including human trafficking, labor and employment rights, employee health and safety, responsible environmental practices, anti-corruption, business ethics and data and IP protection. All Danaher procurement associates will be required to complete this training annually.

## Conflict Minerals

Danaher is committed to complying with the Organisation for Economic Co-operation and Development Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, as well as Section 1502 of the Dodd-Frank Act, which aims to prevent the use of minerals that directly or indirectly finance or benefit armed groups in the DRC or in adjoining countries ([conflict minerals](#)).

Suppliers to Danaher are required to commit to being or becoming “conflict-free” (which means that such supplier does not source conflict minerals) and sourcing only from conflict-free smelters. Danaher requires suppliers to provide completed Responsible Minerals Initiative Conflict Minerals Reporting Template declarations evidencing such supplier’s commitment to becoming conflict-free and documenting countries of origin for the tin, tantalum, tungsten and gold that it purchases.

## Supply Chain Management

Danaher’s manufacturing operations employ a wide variety of raw materials, including metallic-based components, electronic components, chemistries, OEM products, plastics and other petroleum-based products. Prices of oil and gas also affect our costs for freight and utilities. Danaher purchases raw materials from a large number of independent sources around the world. No single supplier is material, although for some components that require particular specifications or regulatory or other qualifications, there may be a single supplier or a limited number of suppliers that can readily provide such components. Danaher uses a number of techniques to address potential disruption in and other risks relating to its supply chain, including in certain cases the use of safety stock, alternative materials and qualification of multiple supply sources.



Watkins Glen State Park by Krista Sessions, Pall associate





# Governance

## Board Structure and Responsibilities

Our Board of Directors (either directly or through its committees):

- Together with management, determines Danaher’s long-term strategy and oversees Danaher’s strategic acquisition and integration process
- Oversees Danaher’s culture, management succession planning and development (including both a long-term succession plan and emergency succession plan for the CEO position), compensation, benefits, talent recruiting and retention, associate engagement and diversity and inclusion programs
- Evaluates the performance and sets the compensation of our CEO and other executive officers
- Oversees the quality and integrity of Danaher’s financial statements, Danaher’s internal controls over financial reporting, Danaher’s compliance with legal and regulatory requirements and Danaher’s integrity and compliance program
- Oversees our sustainability program
- Oversees our overall risk assessment and risk management program as well as risks specifically relating to our strategy, acquisition and capital allocation program, capital structure, liquidity, organizational structure, legal and regulatory compliance, cybersecurity, privacy, compensation policies and practices, sustainability, governance, conflicts of interest and science and technology trends

Our Board consists of 13 members. We have separated the positions of Chairman of the Board and CEO and because our Chairman is an executive officer, our Board has appointed a Lead Independent Director to chair meetings of the independent directors and act as a liaison, as necessary, between the independent directors and the management directors. The Board’s Audit Committee, Compensation Committee and Nominating and Governance Committee each consist entirely of independent directors.

## Board Selection, Composition and Refreshment

Nominees for Danaher’s Board may be suggested by our directors, members of management, shareholders or, in some cases, by a third-party search firm.

Our Board actively manages Board composition and refreshment. Using our Board skills matrix as a guide as well as the results of our annual Board and committee self-assessment process, the Nominating and Governance Committee evaluates Board composition at least annually and identifies for Board consideration areas of background and expertise that would complement and enhance our current Board. In considering the Committee’s recommendations, the Board seeks to thoughtfully balance the knowledge and experience that comes from longer-term Board service with the fresh perspectives and new domain expertise that can come from adding new directors. We have added four new directors to our Board over the past two years, helping reduce our average director tenure by more than 20% from 2019 to 2021.

Diversity is a critical dimension of our focus on Board composition and refreshment. Our Board believes that it should collectively embody a diverse set of skills, knowledge, experiences and backgrounds appropriate to the Company’s needs, and as a result it takes into account racial/ethnic, gender, age and national origin diversity when considering director nominees.

Our Board’s current composition demonstrates the D+I progress we have achieved. Today over 30% of Danaher’s Board is female; two of our key Board leadership positions are held by a female director (Lead Independent Director and Chair of the Nominating and Governance Committee); more than 20% of our independent directors are under the age of 50; three of our directors were born outside the U.S.; and our Board includes a Black director and directors of Middle Eastern and North African descent.





The graph below illustrates the diverse set of skills, expertise and backgrounds represented on our Board (as of August 1, 2021):

## Board of Directors

	Rainer M. Blair	Linda Hefner Filler	Teri List	Walter G. Lohr, Jr.	Jessica L. Mega, MD, MPH	Mitchell P. Rales	Steven M. Rales	Pardis C. Sabeti, MD, D.Phil	A. Shane Sanders	John T. Schwieters	Alan G. Spoon	Raymond C. Stevens, PhD	Elias A. Zerhouni, MD
Global/international	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓
Life sciences/healthcare	✓				✓			✓				✓	✓
Technology/innovation strategy	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓
M&A	✓	✓	✓	✓		✓	✓		✓	✓	✓		
Public company CEO and/or President	✓	✓				✓	✓				✓		
Accounting			✓						✓	✓			
Finance			✓			✓			✓	✓			
Branding/marketing		✓									✓		
Government, legal or regulatory				✓									✓
Age	<b>56</b>	<b>61</b>	<b>58</b>	<b>77</b>	<b>47</b>	<b>64</b>	<b>70</b>	<b>45</b>	<b>59</b>	<b>81</b>	<b>70</b>	<b>58</b>	<b>70</b>
Gender	<b>M</b>	<b>F</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
Race/Ethnicity*	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C+</b>	<b>B</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C++</b>
Born outside US	✓							✓					✓

\* "C" refers to Caucasian; "B" refers to Black + Dr. Sabeti is of Middle Eastern descent. ++ Dr. Zerhouni is of North African descent





## CEO Succession Planning

The foundation of our Board’s CEO succession planning process is a CEO development model consisting of two dimensions: leadership behaviors and development experiences. The Board uses the development model as a guide in preparing candidates, and in evaluating candidates for the CEO and other executive positions at the Board’s annual talent review and succession planning session. At the annual session, the Board evaluates and compares candidates using the development model and reviews each candidate’s development actions and progress over time as well as business performance. The candidate evaluations are supplemented with periodic 360-degree performance appraisals, and the Board also regularly interacts with candidates at Board dinners and lunches, through Board meeting presentations and at our annual leadership conference. The transition of the CEO role from Thomas P. Joyce, Jr. to Rainer M. Blair in September 2020 represents a culmination of this ongoing process.

## Managing Potential Conflicts of Interest

Danaher’s Nominating and Governance Committee reviews and, if appropriate, approves related person transactions prior to consummation. Related person transactions of an ongoing nature are reviewed annually by the Committee.

## Stakeholder Engagement Program

Our Sustainability Mission Statement states: “For us, sustainability means a commitment to considering the long-term interests of our associates, customers, shareholders, business partners, communities and our planet in everything we do.” Stakeholder engagement (which refers to the way we interact with those who influence and are influenced by our business activities) helps us understand our stakeholders’ long-term interests and understand how our activities impact individuals, communities and the planet. Danaher is committed to engaging with a variety of stakeholders, including associates, investors, communities, customers and other business partners, to understand their expectations of Danaher and the different ways our activities affect them (including with respect to environmental issues).

Our stakeholder engagement program includes:

- **Engaging with a broad range of stakeholder groups:** In a global business such as Danaher’s, with sales, operations and customers in dozens of countries, our business contribution and impact has a broad reach. We therefore engage with a range of different stakeholders, including associates, customers, shareholders, suppliers, local communities and government entities. These engagements occur in connection with our periodic materiality assessments as well as in other contexts. For example, during 2020, in addition to our traditional investor relations outreach efforts, we engaged with shareholders representing approximately 25% of our outstanding shares on a range of sustainability topics. Our investor relations efforts have been recognized with numerous awards over the years, including those set forth below.
- **Utilizing stakeholder engagement feedback:** We highly value the information and insights we gain from stakeholder engagement and communicate engagement outcomes, as appropriate, to the Danaher Sustainability Committee and to the Nominating & Governance Committee of Danaher’s Board of Directors, to help identify potential risks and opportunities and inform business decisions. We provide updates, where relevant, relating to stakeholder engagement in our annual Proxy Statement and our annual Sustainability Report.
- **Ongoing engagement with industry groups and associations:** As part of our inclusive approach, Danaher participates in industry groups and associations that help drive sustainability practices within our Company and across our industries.
- **Engagement on sustainability reporting:** In order to help ensure our disclosures meet stakeholder needs, we periodically engage with external consultants and sustainability reporting specialists and invite suggestions for improving our disclosure. At the start of each reporting cycle, we review feedback and adjust our disclosure where appropriate.





# Spotlight:



## IR Magazine Awards

- Best Corporate Governance (US): 2014, 2015, 2018, 2021
- Best Investor Relations Program in Healthcare (US): 2016, 2017, 2018, 2019
- Best Investor Relations Program in Healthcare (Global): 2018, 2019
- Best Overall Investor Relations Program (US): 2018
- Best Investor Relations Officer (US): 2021



## 2020 Institutional Investor Awards

### Life Science & Diagnostic Tools and Medical Supplies & Devices Sector

- Best Investor Relations Program
- Best CEO
- Best CFO
- Best Investor Relations Professional
- Best Investor Relations Team
- Best in Corporate Governance
- Best in ESG/SRI Metrics
- Best Analyst Days

## Communication with the Board

Shareholders and other parties interested in communicating directly with our Board, or with individual directors, our Lead Independent Director or the non-management or independent directors as a group, may do so by addressing communications to the Board of Directors, to the specified individual director or to the non-management or independent directors, as applicable, c/o Corporate Secretary, Danaher Corporation, 2200 Pennsylvania Avenue, N.W., Suite 800W, Washington, D.C. 20037-1701.





# Risk Oversight

While risk-taking is essential to growing a business, we recognize that prudent risk management is necessary to deliver long-term, sustainable shareholder value. Our annual Enterprise Risk Management (ERM) program is the key management program that underpins our risk oversight function. The goal of our ERM program is to comprehensively inventory and mitigate key risks across all of Danaher's platforms and operating companies. The risk data collected is used to support effective business decision-making and assess risk-reward tradeoffs. It also gives our leadership visibility into key existing and emerging business risks and countermeasures and enables us to mitigate risks as dictated by our risk-reward assessment. The result is that Danaher and its operating companies are able to build better, more resilient businesses supported by a risk-based approach.

At the beginning of the annual ERM process, our corporate risk management function communicates the key elements of the ERM program to our platforms and operating companies, highlighting any year-over-year changes. The program includes an inventory and classification of key risk areas and key risk topics to be assessed; a methodology for scoring identified risks based on the risk's probability, severity and velocity of impact, and for trending key risks; a framework for developing countermeasures for key risks; a process for assigning responsibility and deadlines for the implementation of such countermeasures, and re-assessing such risks following implementation of the applicable countermeasures; and a timeline for collection and synthesis of the risk assessment data and reporting of key risks and countermeasures to the Danaher Risk Committee and the Danaher Board of Directors. The program also incorporates ERM-specific DBS tools, including an action plan template and a "bowler" methodology used to break down risks to their fundamental elements, establish the relevant "jumping off point" and track actual improvements against plan on a monthly basis.

The program requires evaluation of risk across five main pillars: operational, strategic, financial and accounting, compliance and information technology/security. Examples of the sustainability/ESG and other risk topics covered within these pillars include risks relating to regulations, sovereign/political dynamics, IP, natural catastrophe, competition for talent, supply chain, climate change, business continuity and disaster recovery, compliance, bribery and anti-corruption, competition, international trade, finance and accounting, cybersecurity and IT infrastructure.

Each operating company assesses its respective risks according to the prescribed methodology and communicates the results to its respective platform risk committee. The strength of our ERM program lies in the autonomy we give our operating companies to think broadly about the risks they face and determine how best to mitigate them. We know that those who are closest to *gemba* are best positioned to identify and mitigate our most significant risks.

Each platform risk committee reviews and synthesizes the results from its operating companies, identifies key themes, ensures appropriate risk prioritization and communicates its results to the Danaher Risk Committee, which consists of Danaher's General Counsel, Chief Financial Officer, Chief Accounting Officer, Head of Internal Audit, Deputy General Counsel and Chief Ethics & Compliance Officer. The Danaher Risk Committee reviews the results, holds discussions with the leadership of each platform and prepares a final report that is presented to the Danaher Board of Directors annually. Danaher's General Counsel (the executive with management-level responsibility for our ERM program) also updates the Audit Committee of the Board on a periodic basis regarding Danaher's ERM processes. The Board's role in risk oversight is consistent with Danaher's leadership structure: management has day-to-day responsibility for assessing and managing Danaher's risk exposure, and the Board and its committees oversee those efforts, with emphasis on our most significant risks.





On the Lookout by Leonard Sim, Molecular Devices associate

## Spotlight:

### Managing Cybersecurity Risks

Our goal is to maintain a secure environment for our products, data and systems that effectively supports our business objectives and customer needs. Our commitment to cybersecurity emphasizes cultivation of a security-minded culture through security education and training, and a programmatic and layered approach that reflects industry best practice.

We have adopted a comprehensive Information Security Policy that clearly articulates Danaher’s expectations and requirements with respect to acceptable use, risk management, data privacy, education and awareness, security incident management and reporting, identity and access management, third-party management, security (with respect to physical assets, products, networks and systems), security monitoring and vulnerability identification. The policy sets forth a detailed security incident management and reporting protocol, with clear escalation timelines and responsibilities. We also maintain a global incident response plan and regularly conduct exercises to help ensure its effectiveness and our overall preparedness.

We believe cybersecurity is the responsibility of every associate. We regularly educate and share best practices with our associates to raise awareness of cyber threats. Every year, all associates in administrative, business, technical, professional, management and executive career categories are required to take information security

and protection training as part of the Danaher Annual Training Program, and (in most countries where we operate) are required to certify their awareness of and compliance with the Information Security Policy. We also conduct monthly education, training and cyber-event simulations for our associates to reinforce awareness of the cyber threat landscape.

We take measures to regularly improve and update our cybersecurity program, including independent program assessments, penetration testing and scanning of our systems for vulnerabilities.

The cybersecurity program is led by the Company’s Chief Information Security Officer, who along with Danaher’s Chief Information Officer, provide multiple updates each year to the Audit Committee regarding this program, including information about cyber-risk management governance and the status of projects to strengthen cybersecurity effectiveness. The Audit Committee regularly briefs the full Board on these matters, and the full Board also receives periodic briefings from management on our cybersecurity program. We also updated our disclosure controls and procedures to specifically address cybersecurity risk, including by amending Danaher’s Insider Trading Policy to address cybersecurity and by ensuring clear linkage between our Disclosure Committee and Chief Information Security Officer.





# Spotlight:

## Risks and Opportunities Related to Climate Change

Danaher’s ERM program specifically prompts consideration of potential risks related to climate change, including acute or chronic physical facility risks attributable to climate change; regulatory risks, such as increased taxation of, or caps on the use of, carbon-based energy; competitive risks due to evolving customer preferences for more environmentally friendly solutions; and reputational risk tied to changing customer or community perceptions of an organization’s contribution to or detraction from the environment.

A key climate-related risk for Danaher (as a result of our global physical footprint) is physical risk resulting from acute or chronic changes in climate patterns. Acute physical risks include increased severity of extreme weather events, such as cyclones, hurricanes or floods (depending on the geography). Chronic physical risks refer to longer-term shifts in climate patterns (such as sustained higher temperatures) that may cause sea level rise (which could impact our facilities in coastal areas), droughts or heat waves. These physical risks may have financial implications for Danaher, such as direct damage to assets and indirect impacts from supply chain disruption. Elsewhere in this Report, we discuss steps Danaher has taken to mitigate the potential impact of these types of physical risk to its facilities as well as Danaher’s efforts to reduce energy consumption and GHG emissions.

Key climate-related opportunities for Danaher include the prospect of developing new commercial solutions to address customers’ sustainability-related needs, and the potential to reduce Danaher’s operating costs. Given that “Customers Talk, We Listen” is a Danaher Core Value, customer feedback regarding sustainability requirements has been and will continue to be an innovation driver for Danaher. We include in this Report examples where our operating companies have incorporated customer feedback and innovated products and solutions to address sustainability-specific needs. In addition, Danaher’s businesses are increasingly focused on improving efficiency across our production and distribution processes, production assets, buildings and transport/mobility in relation to energy reduction, efficiency, waste and water management. In this Report, we include examples where our operating companies have quantified cost savings from environmental impact reduction initiatives. Danaher’s energy and GHG emission reduction targets, and targets to reduce the percentage of waste sent to landfills or incinerators, are helping accelerate these efforts.



Jinta County in Gansu Province, Northwest China by Feng Lv, Cytiva associate





Pigeon Point Lighthouse Along Highway 1, California by Jay Nguyen, Cepheid associate

# Political Matters

## Political Involvement Policy

We believe in the right of associates to participate in the political process. We encourage our associates to be active in charitable and political activities on their own time and at their own expense.

Our [Sustainability Policy](#) states that:

- In all communications, associates must make clear that political views and actions are their own and not those of DanaHER.
- Associates may never use DanaHER resources to contribute to, support or oppose any political party or candidate unless approved by DanaHER Corporation’s Board of Directors or a committee of the Board.
- Supervisors should not solicit direct or indirect reports to contribute to, support or oppose any political party or candidate.
- Associates may never make a charitable or political contribution with the intent to improperly influence someone.

## Trade/Industry Associations

DanaHER belongs to and pays dues to certain U.S. trade and industry associations. Our policy is that each such association may use no more than \$25,000 of DanaHER’s dues in any calendar year for political purposes.

## Political Expenditures

DanaHER has adopted a formal policy governing political expenditures, set forth in our [Sustainability Policy](#). Since 2012, no funds or assets of DanaHER Corporation or its subsidiaries have been contributed to or for (1) any political party or candidate, whether federal, state or local, (2) any entity operating under 26 U.S.C. Sec. 527 of the Internal Revenue Code, (3) any entity organized under 26 U.S.C. Sec. 501(c)(4) of the Internal Revenue Code, (4) any ballot measure or (5) any public communication that expressly advocates the election or defeat of a political candidate (“political purposes”). Pursuant to the policy, DanaHER has no intention of contributing any Company funds or assets for political purposes; and any contribution of Company funds or assets for political purposes would require approval by DanaHER’s President and CEO.

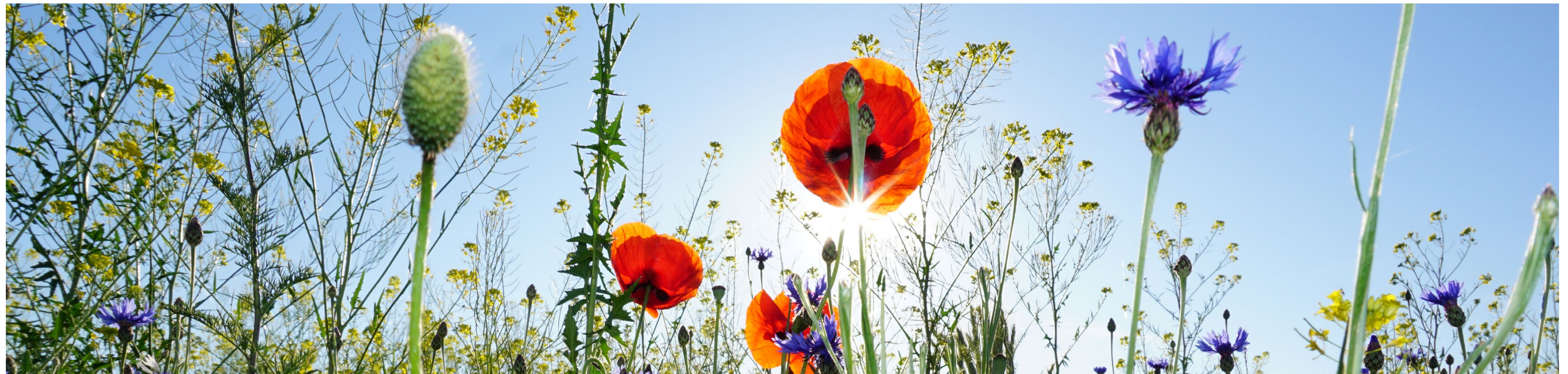


# About This Report

## Reporting Frameworks

As part of our efforts to enhance the transparency and accountability of our sustainability program, this Report contains disclosures that address applicable elements of the [Global Reporting Initiative™](#) (GRI) Sustainability Reporting Guidelines, the [Sustainability Accounting Standards Board](#) (SASB) Standards, the [Task Force on Climate-related Financial Disclosures](#) (TCFD) and the [United Nations Sustainable Development Goals](#) (UN SDGs). With respect to each such standard, while this Report is not intended to meet all

the requirements of the standard, we have referenced each relevant section of the standard as to which we believe full or partial responsive information has been provided. Reporting standards are denoted beneath each relevant section of content on our sustainability website, and on the bottom of each page of the Sustainability Report pdf document and in the Reporting Frameworks Index. To read our Reporting Frameworks Index, [visit our Report online.](#)



*Morning Mood* by Jessika Schugardt, OTT HydroMet associate



## Other Important Information About This Report

- Certain statements included or incorporated by reference in this Report are “forward-looking statements” within the meaning of the United States federal securities laws. All statements other than historical factual information are forward-looking statements. Forward-looking statements are based on assumptions and assessments made by our management in light of their experience and perceptions of historical trends, current conditions, expected future developments and other factors. Forward-looking statements are not guarantees of future performance and actual results may differ materially from the results, developments and business decisions contemplated by our forward-looking statements. Accordingly, you should not place undue reliance on any such forward-looking statements. Important factors that in some cases have affected us in the past and that in the future could cause actual results to differ materially from those envisaged in our forward-looking statements are described in Danaher’s filings with the U.S. Securities and Exchange Commission (SEC). The forward-looking statements included in this Report speak only as of the date of this Report, and except to the extent required by applicable law, we do not assume any obligation to update or revise any forward-looking statement, whether as a result of new information, future events and developments or otherwise.
- Please note that the inclusion of information in this Report is not an indication that such information is necessarily material as defined under the U.S. federal securities laws and the applicable regulations thereunder.
- In this Report, we describe certain products and devices that have applications submitted and pending for certain regulatory approvals and/or are available only in certain markets.
- Any trademarks, product names or brand images appearing herein are the property of their respective owners.
- We refer to developing markets as “high-growth markets” in our SEC filings and in this Report and define them as geographic markets experiencing extended periods of accelerated growth in gross domestic product and infrastructure, which include Eastern Europe, the Middle East, Africa, Latin America and Asia (except Japan, Australia and New Zealand).
- Unless otherwise noted, all data in this Report is as of October 1, 2021 and is limited to continuing operations. All financial information in this Report is reported in U.S. dollars.
- Uncertainties are inherent in collecting data from a wide range of facilities and operations in a global company such as Danaher. The data included in this Report (other than audited financial data) are good faith estimates and have not been externally assured. We expect our data collection systems to evolve and we seek to continually improve our processes for collecting and disclosing accurate, meaningful and consistent data.
- Danaher applied the following methodology with respect to the metrics and goals included in this Report relating to energy, GHG emissions, water and waste (“environmental metrics”). We collected 2020 data from (1) Danaher locations owned or leased from January 1, 2020 through December 31, 2020 that were within our operational control and accounted for approximately 88% of our total owned or leased space (within our operational control) over such period, and (2) vehicles and aircraft owned or leased by Danaher during 2020. With respect to any locations owned or leased from January 1, 2020 through December 31, 2020 that were within our operational control and for which data was not collected, we accounted for such locations by linear extrapolation. The financial data to which the environmental impact metrics are normalized is limited to continuing operations and also excludes revenue attributable to acquisitions consummated within the applicable year, to promote comparability.
  - The energy usage and GHG emissions metrics are based on good faith estimates of fuel consumed on-site, purchased energy and energy consumed through operation of Danaher-owned or -leased vehicles and aircraft. Danaher’s non-energy-consumption GHG emissions, such as refrigerant releases and process air emissions, are omitted.
  - We define “regulated and hazardous waste” as wastes that are deemed regulated by national legislation/regulations.
  - The 2019 environmental metrics reflect adjustments compared to what was reported in Danaher’s 2020 Sustainability Report, to correct errors identified subsequent to the publication of such report and to apply the above, updated data collection methodology.



# Appendix A: Reporting Frameworks Index



*Spirit Island, Canadian Rockies by Erik Noort, OTT HydroMet associate*

Global Reporting Initiative (GRI)	68
Sustainability Accounting Standards Board (SASB)	81

Task Force on Climate-related Financial Disclosures (TCFD)	84
UN Sustainable Development Goals	85



## REPORTING FRAMEWORKS INDEX

As part of our efforts to enhance the transparency and accountability of our sustainability program, this Report contains disclosures that address elements of the [Global Reporting Initiative™](#) (GRI) Sustainability Reporting Guidelines, the [Sustainability Accounting Standards Board](#) (SASB) Standards, the [Task Force on Climate-related Financial Disclosures](#) (TCFD) and the [United Nations Sustainable Development Goals](#) (UN SDGs). With respect to each such standard, while

this report is not intended to meet all the requirements of the standard, we have referenced each relevant section of the standard as to which we believe full or partial responsive information has been provided.



### GRI – General Disclosures – Organization Profile

Description	Code	Response
Name of Organization	102-1	Danaher Corporation
Activities, brands, products, and services	102-2	<b>Danaher at a Glance – Our Businesses Innovation</b>
Location of headquarters	102-3	Washington, D.C., U.S. <b>Danaher at a Glance – Map</b>
Location of operations	102-4	<a href="#">2020 Form 10-K</a> , p. 33, 116 <b>Danaher at a Glance – Map</b>
Ownership and legal form	102-5	2019 Annual Report, p. 2
Markets served	102-6	<a href="#">2020 Form 10-K</a> , p. 3-8 <b>Danaher at a Glance Innovation – Diagnostics – Improving Access to Healthcare in Developing Markets</b>
Scale of the organization	102-7	<a href="#">2020 Form 10-K</a> , p. 9, 33, 64, 66 <b>Danaher at a Glance People</b> <a href="#">Sustainability &amp; ESG Data Summary</a>



GRI – General Disclosures – Organization Profile (continued)

Description	Code	Response
Information on employees and other workers	102-8	<a href="#">2020 Form 10-K</a> , p. 9 <b>People</b> <a href="#">Sustainability &amp; ESG Data Summary</a>
Supply chain	102-9	<a href="#">2020 Form 10-K</a> , p. 8-9 <b>Foundational Elements</b> – Supply Chain Sustainability <a href="#">Sustainability &amp; ESG Data Summary</a>
External initiatives	102-12	<b>People</b> – Diversity + Inclusion (CEO Action for Diversity & Inclusion), In Our Communities, Human Rights (UN Global Compact) <b>Foundational Elements</b> – Medical Device Product Quality (FDA’s Quality Systems Regulation), (ISO 13485 Medical Devices Quality Management System Standard), Ethical Workplace – Ethical Interactions with Healthcare Professionals (AdvaMed’s Code of Ethics on Interactions with Health Care Professionals, MedTech Europe Code of Ethical Business Practice), Supply Chain Sustainability – Conflict Minerals (OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas)
Membership of associations	102-13	<b>People</b> – Human Rights (UN Global Compact) <b>Foundational Elements</b> – Ethical Workplace – Ethical Interactions with Healthcare Professionals (AdvaMed, MedTech Europe)

GRI – General Disclosures – Strategy

Description	Code	Response
Statement from senior decisionmaker	102-14	<b>From Our CEO</b>
Key impacts, risks, and opportunities	102-15	<a href="#">2021 Climate Change</a> and <a href="#">Water Security</a> CDP Responses <b>Environment</b> – Environment, Health & Safety <b>People</b> – Diversity + Inclusion – Diversity Goals and Metrics <b>Foundational Elements</b> – Risk Oversight <a href="#">Sustainability &amp; ESG Data Summary</a>



## GRI – General Disclosures – Ethics & Integrity

<i>Description</i>	<i>Code</i>	<i>Response</i>
Values, principles, standards, and norms of behavior	102-16	<a href="#">Danaher Code of Conduct</a> <a href="#">Danaher Supplier Code of Conduct</a> <b>Danaher at a Glance</b> – How We Work <b>Innovation</b> – Innovation Defines Our Future <b>Environment</b> <b>Foundational Elements</b> – Ethics and Compliance at Danaher; Ethical Workplace
Mechanisms for advice and concerns about ethics	102-17	<a href="#">Danaher Code of Conduct</a> <a href="#">Danaher Supplier Code of Conduct</a> <b>Foundational Elements</b> – Ethics and Compliance at Danaher; Ethical Workplace

## GRI – General Disclosures – Governance

<i>Description</i>	<i>Code</i>	<i>Response</i>
Governance structure	102-18	<a href="#">2021 Proxy Statement</a> , p. 19-25 <b>Danaher at a Glance</b> – Sustainability at Danaher <b>Foundational Elements</b> – Governance
Delegating authority	102-19	<b>Danaher at a Glance</b> – Sustainability at Danaher
Executive-level responsibility for economic, environmental, and social topics	102-20	<a href="#">2021 Proxy Statement</a> , p. 26-27 <b>Danaher at a Glance</b> – Sustainability Oversight <b>People</b> – Diversity + Inclusion – D+I Strategy and Oversight
Consulting stakeholders on economic, environmental, and social topics	102-21	<a href="#">2021 Proxy Statement</a> , p. 25-26, 85 <b>Danaher at a Glance</b> – Sustainability at Danaher <b>Foundational Elements</b> – Governance – Stakeholder Engagement Program



GRI – General Disclosures – Governance (continued)

<i>Description</i>	<i>Code</i>	<i>Response</i>
Composition of the highest governance body and its committees	102-22	<a href="#">2021 Proxy Statement</a> , p. 13-16, 21-24 <b>Foundational Elements</b> – Governance
Chair of the highest governance body	102-23	<a href="#">2021 Proxy Statement</a> , p. 19 <b>Foundational Elements</b> – Governance
Nominating and selecting the highest governance body	102-24	<a href="#">2021 Proxy Statement</a> , p. 16-18 <b>Foundational Elements</b> – Governance
Conflicts of interest	102-25	<a href="#">2021 Proxy Statement</a> , p. 30-31 <b>Foundational Elements</b> – Governance
Role of highest governance body in setting purpose, values, and strategy	102-26	<a href="#">2021 Proxy Statement</a> , p. 20-21 <b>Foundational Elements</b> – Governance
Evaluating the highest governance body’s performance	102-28	<a href="#">2021 Proxy Statement</a> , p. 24-25
Identifying and managing economic, environmental, and social impacts	102-29	<a href="#">2021 Proxy Statement</a> , p. 21 <b>Danaher at a Glance</b> – Sustainability at Danaher <b>Foundational Elements</b> – Risk Oversight
Effectiveness of risk management processes	102-30	<a href="#">2021 Proxy Statement</a> , p. 21 <b>Foundational Elements</b> – Risk Oversight
Review of economic, environmental, and social topics	102-31	<a href="#">2021 Proxy Statement</a> , p. 20
Highest governance body’s role in sustainability reporting	102-32	<a href="#">2021 Proxy Statement</a> , p. 26-27 <b>Danaher at a Glance</b> – Sustainability at Danaher



GRI – General Disclosures – Governance (continued)

<i>Description</i>	<i>Code</i>	<i>Response</i>
Communicating critical concerns	102-33	<a href="#">2021 Proxy Statement</a> , p. 85 <a href="#">Danaher Code of Conduct</a> <b>Foundational Elements</b> – Ethics and Compliance at Danaher; Governance
Remuneration policies	102-35	<a href="#">2021 Proxy Statement</a> , p. 37-75 <b>People</b> – Personal Potential
Process for determining remuneration	102-36	<a href="#">2021 Proxy Statement</a> , p. 37-75
Stakeholders’ involvement in remuneration	102-37	<a href="#">2021 Proxy Statement</a> , p. 38 <b>People</b> – Personal Potential
Annual total compensation ratio	102-38	<a href="#">2021 Proxy Statement</a> , p. 68
List of stakeholder groups	102-40	<a href="#">Sustainability Policy</a>
Approach to stakeholder engagement	102-43	<a href="#">2021 Proxy Statement</a> , p. 25-26 <b>Danaher at a Glance</b> – Sustainability at Danaher <b>Foundational Elements</b> – Governance – Stakeholder Engagement Program
Entities included in the consolidated financial statements	102-45	<a href="#">2020 Form 10-K</a> , p. 3-8; Exhibit 21.1
List of material topics	102-47	<b>Danaher at a Glance</b> – Sustainability at Danaher
Restatements of information	102-48	<b>About This Report</b>



## GRI – General Disclosure – Reporting Practice

<i>Description</i>	<i>Code</i>	<i>Response</i>
Reporting period	102-50	2020
Date of most recent report	102-51	2020
Reporting cycle	102-52	Annual
Contact point for questions regarding the report	102-53	<a href="mailto:sustainability@danaher.com">sustainability@danaher.com</a>
GRI content index	102-55	Available <a href="#">here</a>

## GRI – Economic Performance

<i>Description</i>	<i>Code</i>	<i>Response</i>
Direct economic value generated and distributed	201-1	<a href="#">2020 Form 10-K</a> , p. 58-116 <b>Danaher at a Glance Innovation</b>
Financial implications and other risks and opportunities due to climate change	201-2	<b>Foundational Elements – Risk Oversight</b>
Defined benefit plan obligations and other retirement plans	201-3	<a href="#">2020 Form 10-K</a> , p. 95-101

## GRI – Indirect Economic Impacts

<i>Description</i>	<i>Code</i>	<i>Response</i>
Infrastructure investments and services supported	203-1	<b>Innovation People – In Our Communities</b>
Significant indirect economic impacts	203-2	<b>Innovation People – Personal Potential; In Our Communities</b>



## GRI – Anti-Corruption

<i>Description</i>	<i>Code</i>	<i>Response</i>
Operations assessed for risks related to corruption	205-1	<b>Foundational Elements</b> – Ethical Workplace; Risk Oversight
Communication and training about anti-corruption policies and procedures	205-2	<b>Foundational Elements</b> – Ethical Workplace

## GRI – Anti-Competitive Behavior

<i>Description</i>	<i>Code</i>	<i>Response</i>
Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	206-1	<a href="#">2020 Form 10-K</a> , p. 106-108

## GRI – Tax

<i>Description</i>	<i>Code</i>	<i>Response</i>
Approach to tax	207-1	<a href="#">Global Tax Strategy</a> <a href="#">Sustainability Policy</a>
Tax governance, control, and risk management	207-2	<a href="#">Global Tax Strategy</a> <a href="#">Sustainability Policy</a>
Stakeholder engagement and management of concerns related to tax	207-3	<a href="#">Global Tax Strategy</a> <a href="#">Sustainability Policy</a>



## GRI – Energy

<i>Description</i>	<i>Code</i>	<i>Response</i>
Energy consumption within the organization	302-1	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>
Energy intensity	302-3	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>
Reduction of energy consumption	302-4	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics; DBS EHS Management Tools <a href="#">Sustainability &amp; ESG Data Summary</a>

## GRI – Water and Effluents

<i>Description</i>	<i>Code</i>	<i>Response</i>
Interactions with water as a shared resource	303-1	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <b>Innovation</b> – Environmental & Applied Solutions <a href="#">Sustainability &amp; ESG Data Summary</a>
Water consumption	303-5	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>



## GRI – Emissions

<i>Description</i>	<i>Code</i>	<i>Response</i>
Direct (Scope 1) GHG emissions	305-1	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>
Energy indirect (Scope 2) GHG emissions	305-2	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>
GHG emissions intensity	305-4	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>
Reduction of GHG emissions	305-5	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>

## GRI – Effluents and Waste

<i>Description</i>	<i>Code</i>	<i>Response</i>
Waste generated	306-3	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>
Waste diverted from disposal	306-4	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>
Waste directed to disposal	306-5	<b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>



## GRI – Environmental Compliance

<i>Description</i>	<i>Code</i>	<i>Response</i>
Non-compliance with environmental laws and regulations	307-1	<a href="#">2020 Form 10-K</a> , p. 34

## GRI – Employment

<i>Description</i>	<i>Code</i>	<i>Response</i>
New employee hires and employee turnover	401-1	<b>People</b> – Professional Potential <a href="#">Sustainability &amp; ESG Data Summary</a>
Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2	<b>People</b> – Personal Potential
Parental leave	401-3	<b>People</b> – Personal Potential

## GRI – Occupational Health and Safety

<i>Description</i>	<i>Code</i>	<i>Response</i>
Occupational health and safety management system	403-1	<b>Environment</b> – Environment, Health and Safety
Hazard identification, risk assessment, and incident investigation	403-2	<b>Environment</b> – Environment, Health and Safety
Promotion of worker health	403-6	<a href="#">Sustainability Policy</a> <b>People</b> – Personal Potential; Human Rights
Work-related injuries	403-9	<b>Environment</b> – Environment, Health and Safety <a href="#">Sustainability &amp; ESG Data Summary</a>



## GRI – Training and Education

<i>Description</i>	<i>Code</i>	<i>Response</i>
Programs for upgrading employee skills and transition assistance programs	404-2	<b>People</b> – Professional Potential
Percentage of employees receiving regular performance and career development reviews	404-3	<b>People</b> – Professional Potential <a href="#">Sustainability &amp; ESG Data Summary</a>

## GRI – Diversity and Equal Opportunity

<i>Description</i>	<i>Code</i>	<i>Response</i>
Diversity of governance bodies and employees	405-1	<a href="#">2021 Proxy Statement</a> , p. 16-17 <b>People</b> – Diversity + Inclusion <b>Foundational Elements</b> – Governance <a href="#">Sustainability &amp; ESG Data Summary</a>
Ratio of basic salary and remuneration of women to men	405-2	<b>People</b> – Personal Potential <a href="#">Sustainability &amp; ESG Data Summary</a>

## GRI – Freedom of Association

<i>Description</i>	<i>Code</i>	<i>Response</i>
Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	407-1	<a href="#">Danaher Code of Conduct</a> <a href="#">Danaher Supplier Code of Conduct</a> <a href="#">Danaher Statement on Slavery and Human Trafficking</a> <a href="#">Danaher Statement Re: California Transparency in Supply Chains Act of 2010</a> <b>People</b> – Human Rights



## GRI – Child Labor

<i>Description</i>	<i>Code</i>	<i>Response</i>
Operations and suppliers at significant risk for incidents of child labor	408-1	<a href="#">Danaher Code of Conduct</a> <a href="#">Danaher Supplier Code of Conduct</a> <a href="#">Sustainability Policy</a> <a href="#">Sustainable Supply Chain Policy</a> <a href="#">Danaher Statement on Slavery and Human Trafficking</a> <a href="#">Danaher Statement Re: California Transparency in Supply Chains Act of 2010</a> <b>People – Human Rights</b>

## GRI – Forced or Compulsory Labor

<i>Description</i>	<i>Code</i>	<i>Response</i>
Operations and suppliers at significant risk for incidents of forced or compulsory labor	409-1	<a href="#">Danaher Code of Conduct</a> <a href="#">Danaher Supplier Code of Conduct</a> <a href="#">Sustainability Policy</a> <a href="#">Sustainable Supply Chain Policy</a> <a href="#">Danaher Statement on Slavery and Human Trafficking</a> <a href="#">Danaher Statement Re: California Transparency in Supply Chains Act of 2010</a> <b>People – Human Rights</b>

## GRI – Public Policy

<i>Description</i>	<i>Code</i>	<i>Response</i>
Political contributions	415-1	<a href="#">Archive of Political Expenditures</a> <a href="#">Sustainability Policy</a> <b>Foundational Elements – Political Matters</b>



## GRI – Marketing and Labeling

<i>Description</i>	<i>Code</i>	<i>Response</i>
Requirements for product and service information and labeling	417-1	<a href="#">Danaher Code of Conduct</a> <a href="#">Danaher Supplier Code of Conduct</a> <b>Foundational Elements</b> – Ethical Workplace – Medical Device Product Quality

## GRI – Socioeconomic Compliance

<i>Description</i>	<i>Code</i>	<i>Response</i>
Non-compliance with laws and regulations in the social and economic area	419-1	<a href="#">2020 Form 10-K</a> , p. 34, 106-108 <b>Foundational Elements</b> – Ethical Workplace – Medical Device Product Quality



SASB

Standard	Topic	Metric	Code	Response
Medical Equipment & Supplies	Product Safety	Number of recalls issued, total units recalled	HC-MS-250a.1	<b>Foundational Elements</b> – Ethical Workplace – Medical Device Product Quality
		Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	HC-MS-250a.4	<b>Foundational Elements</b> – Ethical Workplace – Medical Device Product Quality
Ethical Marketing		Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-MS-270a.1	<b>Foundational Elements</b> – Ethical Workplace – Responsible Marketing to Customers and Patients
		Description of code of ethics governing promotion of off-label use of products	HC-MS-270a.2	<b>Foundational Elements</b> – Ethical Workplace – Responsible Marketing to Customers and Patients
Supply Chain Continuity Planning		Description of the management of risks associated with the use of critical materials	HC-MS-430a.3	<b>Foundational Elements</b> – Supply Chain Sustainability <a href="#">Sustainable Supply Chain Policy</a> <a href="#">Conflict Minerals Policy Statement</a> <a href="#">Trading Policy</a> <a href="#">Danaher Statement on Slavery and Human Trafficking</a> <a href="#">Danaher Statement Re: California Transparency in Supply Chains Act of 2010</a>
Business Ethics		Description of code of ethics governing interactions with health care professionals	HC-MS-510a.2	<b>Foundational Elements</b> – Ethical Workplace – Ethical Interactions with Healthcare Professionals; Responsible Marketing to Customers and Patients



SASB (continued)

<i>Standard</i>	<i>Topic</i>	<i>Metric</i>	<i>Code</i>	<i>Response</i>
Biotechnology & Pharmaceuticals	Access to Medicines	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	HC-BP-240a.1	<b>Innovation</b> – Diagnostics – Improving Access to Healthcare in Developing Markets
	Employee Recruitment, Development and Retention	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	HC-BP-330a.2	<b>People</b> – Professional Potential <a href="#">Sustainability &amp; ESG Data Summary</a>
Electrical and Electronic Equipment	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	RT-EE-130a.1	<b>Environment</b> – Environment, Health and Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>
	Hazardous Waste Management	Amount of hazardous waste generated, percentage recycled	RT-EE-150a.1	<b>Environment</b> – Environment, Health and Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>



SASB (continued)

<i>Standard</i>	<i>Topic</i>	<i>Metric</i>	<i>Code</i>	<i>Response</i>
Electrical and Electronic Equipment (continued)	Business Ethics	Description of policies and practices for prevention of: (1) corruption and bribery and (2) anti-competitive behavior	RT-EE-510a.1	<a href="#">Danaher Code of Conduct</a> <b>Foundational Elements</b> – Ethics and Compliance at Danaher; Ethical Workplace
	N/A	Number of employees	RT-EE-000.B	<a href="#">2020 Form 10-K</a> , p. 9 <b>Danaher at a Glance</b> <a href="#">Sustainability &amp; ESG Data Summary</a>
Industrial Machinery & Goods	Employee Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	RT-IG-320a.1	<b>Environment</b> – Environment, Health and Safety – Occupational Injury and Illness KPIs <a href="#">Sustainability &amp; ESG Data Summary</a>
Hardware	Employee Diversity & Inclusion	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	TC-HW-330a.1	<b>People</b> – Diversity + Inclusion – Diversity Goals and Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>
	N/A	Area of manufacturing facilities	TC-HW-000.B	<b>Environment</b> – Environment, Health and Safety – DBS EHS Management Tools









TCFD

<i>Topic</i>	<i>Description</i>	<i>Response</i>
Governance	Disclose the organization’s governance around climate-related risks and opportunities.	<a href="#">2021 Climate Change CDP Response</a> <b>Danaher at a Glance</b> – Sustainability at Danaher <b>Foundational Elements</b> – Risk Oversight
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.	<a href="#">2021 Climate Change CDP Response</a> <b>Foundational Elements</b> – Risk Oversight
Risk Management	Disclose how the organization identifies, assesses and manages climate-related risks.	<a href="#">2021 Climate Change CDP Response</a> <b>Foundational Elements</b> – Risk Oversight
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	<a href="#">2021 Climate Change CDP Response</a> <b>Environment</b> – Environment, Health & Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a>



## UN Sustainable Development Goals Relevant to Danaher

Sustainable Development Goal	Response
 <p><b>Goal 3 - Good Health and Well-Being</b> Ensure healthy lives and promote well-being for all at all ages</p>	<p><b>Danaher at a Glance</b> – Our Businesses <b>Innovation</b> <b>Environment</b> – Environment, Health &amp; Safety – Danaher Global Environmental Metrics <a href="#">Sustainability &amp; ESG Data Summary</a></p>
 <p><b>Goal 5 - Gender Equality</b> Achieve gender equality and empower all women and girls</p>	<p><b>People</b> – Personal Potential; Diversity + Inclusion; Human Rights; In Our Communities <b>Foundational Elements</b> – Governance <a href="#">Sustainability &amp; ESG Data Summary</a></p>
 <p><b>Goal 6 - Clean Water and Sanitation</b> Ensure access to water and sanitation for all</p>	<p><b>Danaher at a Glance</b> – Our Businesses – Environmental &amp; Applied Solutions <b>Innovation</b> – Environmental &amp; Applied Solutions</p>
 <p><b>Goal 8 - Decent Work and Economic Growth</b> Promote inclusive and sustainable economic growth, employment and decent work for all</p>	<p><b>Danaher at a Glance</b> – Our Businesses <b>Innovation</b> <b>People</b> – Diversity + Inclusion</p>
 <p><b>Goal 9 - Industry, Innovation and Infrastructure</b> Build resilient infrastructure, promote sustainable industrialization and foster innovation</p>	<p><b>Danaher at a Glance</b> – Our Businesses <b>Innovation</b></p>
 <p><b>Goal 12 - Responsible Consumption and Production</b> Ensure sustainable consumption and production patterns</p>	<p><b>Innovation</b> – Environmental and Applied Solutions <b>Environment</b> – Environment, Health &amp; Safety – Danaher Global Environmental Metrics; DBS EHS Management Tools <a href="#">Sustainability &amp; ESG Data Summary</a></p>
 <p><b>Goal 13 - Climate Action</b> Take urgent action to combat climate change and its impacts</p>	<p><b>From Our CEO</b> <b>Innovation</b> – Environmental and Applied Solutions <b>Environment</b> – Environment, Health &amp; Safety – Danaher Global Environmental Metrics <b>Foundational Elements</b> – Risk Oversight – Risks and Opportunities Related to Climate Change <a href="#">Sustainability &amp; ESG Data Summary</a></p>
 <p><b>Goal 14 - Life Below Water</b> Conserve and sustainably use the oceans, seas and marine resources</p>	<p><b>Danaher at a Glance</b> - Our Businesses – Environmental &amp; Applied Solutions <b>Innovation</b> – Environmental &amp; Applied Solutions</p>



## Appendix B: Sustainability & ESG Data Summary



*Sky of Lights* by Terri Moore, Pall associate

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Pillar	Category	Metric	Unit	2018	2019	2020	Goal	Timeframe	
People	Associate Demographics Results from continuing operations	Total Associates (Global)	# of associates	58,000	60,000	69,000	—	—	
		North America	# of associates	22,100	22,600	25,500	—	—	
			% of total	38%	38%	37%	—	—	
		Western Europe	# of associates	17,000	18,000	22,000	—	—	
			% of total	29%	30%	32%	—	—	
		High Growth Markets	# of associates	16,000	17,000	18,500	—	—	
			% of total	28%	28%	27%	—	—	
		Other Developed Markets	# of associates	3,000	2,500	3,000	—	—	
			% of total	5%	4%	4%	—	—	
		Full Time Associates (Global)		# of associates	56,500	58,000	67,000	—	—
		Part Time Associates (Global)		# of associates	1,500	2,000	2,000	—	—
		Temporary Associates (Global)		# of associates	1,500	1,600	1,500	—	—
		Unionized Associates (U.S., hourly-rated)		# of associates	—	—	300	—	—
		Associate Tenure (Global Average)		Years	9	8	8	—	—
	Countries With Danaher Locations		Countries	—	—	65	—	—	
	Languages Spoken by Associates		Languages	—	—	>20	—	—	
	Internal Fill Rate	Executives & Senior Leaders	% of open roles filled internally	73%	74%	78%	>75%	Annual	
		Managers	% of open roles filled internally	74%	75%	77%	—	—	
	Turnover	Voluntary Turnover	% of associates	7.2%	7.0%	4.8%	≤5%	Annual	
		Involuntary Turnover	% of associates	5.7%	5.2%	5.1%	—	—	
	Engagement	Engagement Index	%	68%	72%	79%	—	—	
		Engagement Index Improvement vs. prior year	Percentage points	+3	+4	+7	—	—	
Ethics and Compliance Culture Score vs. Global Average of Survey Companies		Percentage points	—	—	+1	+5	2024		
Diversity Index		%	81%	83%	88%	—	—		
Inclusion Index		%	81%	82%	86%	—	—		



Pillar	Category	Metric	Unit	2018	2019	2020	Goal	Timeframe		
People	Pay Equity	U.S. Women Weighted Median Base Pay vs. Male Associates	%	—	—	100%	100%	Annual		
		U.S. Black, Asian and Hispanic/LatinX Weighted Median Base Pay vs. White Associates	%	—	—	≥100%	100%	Annual		
	Associate Resource Groups (ARGs)	Asian Descent + Friends (US & Canada)	# of members	—	—	2,700	—	—		
		Black + Friends (US & Canada)	# of members	—	—	1,300	—	—		
		LatinX + Friends (US & Canada)	# of members	—	—	1,600	—	—		
		LGBTQ + Friends (US & Canada)	# of members	—	—	1,000	—	—		
		Women + Friends (US & Canada)	# of members	—	—	5,700	—	—		
	Diversity Representation	<b>Global Women</b>		% of total	36%	35%	36%	40%	2025	
			Executives & Senior Leaders	% of total	24%	26%	29%	—	—	
			Managers	% of total	28%	29%	31%	—	—	
			Individual Contributors	% of total	37%	36%	37%	—	—	
			North America	% of total	36%	36%	36%	—	—	
			Western Europe	% of total	34%	34%	36%	—	—	
			High Growth Markets	% of total	39%	35%	37%	—	—	
			Other Developed Markets	% of total	25%	25%	27%	—	—	
			<b>U.S. People of Color</b>		% of total	34%	33%	33%	38%	2025
			Executives & Senior Leaders	% of total	18%	18%	18%	—	—	
			Managers	% of total	25%	25%	27%	—	—	
			Individual Contributors	% of total	36%	35%	35%	—	—	
			<b>U.S. Associates</b>		# of associates	24,300	21,300	24,000	—	—
	White	% of total	61%	61%	61%	—	—			
	Executives & Senior Leaders	% of total	76%	76%	76%	—	—			
	Managers	% of total	71%	71%	69%	—	—			
	Individual Contributors	% of total	59%	59%	60%	—	—			



Pillar	Category	Metric	Unit	2018	2019	2020	Goal	Timeframe
People	Diversity Representation (continued)	Asian	% of total	13%	14%	15%	—	—
		Executives & Senior Leaders	% of total	11%	11%	11%	—	—
		Managers	% of total	12%	12%	13%	—	—
		Individual Contributors	% of total	13%	14%	15%	—	—
		Hispanic/LatinX	% of total	12%	12%	11%	—	—
		Executives & Senior Leaders	% of total	4%	4%	4%	—	—
		Managers	% of total	8%	8%	8%	—	—
		Individual Contributors	% of total	13%	12%	12%	—	—
		Black	% of total	6%	5%	6%	—	—
		Executives & Senior Leaders	% of total	2%	3%	3%	—	—
		Managers	% of total	3%	3%	3%	—	—
		Individual Contributors	% of total	7%	6%	6%	—	—
		American Indian/Alaskan Native	% of total	<1%	<1%	<1%	—	—
		Executives & Senior Leaders	% of total	<1%	<1%	<1%	—	—
		Managers	% of total	<1%	<1%	<1%	—	—
		Individual Contributors	% of total	<1%	<1%	<1%	—	—
		Native Hawaiian/Other Pacific Islander	% of total	<1%	<1%	1%	—	—
		Executives & Senior Leaders	% of total	<1%	<1%	<1%	—	—
		Managers	% of total	<1%	<1%	<1%	—	—
		Individual Contributors	% of total	<1%	<1%	1%	—	—
Two or More	% of total	2%	2%	2%	—	—		
Not Specified	% of total	5%	6%	5%	—	—		



Pillar	Category	Metric	Unit	2018	2019	2020	Goal	Timeframe
Environment	Environmental Metrics	<b>Total Energy Use</b>	GJ	—	3,770,590	3,696,540	—	—
		Total Energy Use (intensity)	GJ per million USD revenue	—	212.8	193.7	—	—
		Reduction	%	—	—	-9.0% y/y	-15%	2024 vs. 2019
		Direct Energy Use	GJ	—	2,079,680	1,940,630	—	—
		Indirect Energy Use	GJ	—	1,690,910	1,755,900	—	—
		<b>Total GHG Emissions, Scope 1 and 2</b>	Metric tons	—	313,870	312,860	—	—
		Total GHG Emissions, Scope 1 and 2 (intensity)	Metric tons CO <sub>2</sub> e per million USD revenue	—	17.7	16.4	—	—
		Reduction	%	—	—	-7.5% y/y	-15%	2024 vs. 2019
		GHG Emissions, Scope 1	Metric tons	—	127,680	116,770	—	—
		GHG Emissions, Scope 1 (intensity)	Metric tons CO <sub>2</sub> e per million USD revenue	—	7.2	6.1	—	—
		GHG Emissions, Scope 2	Metric tons	—	186,200	196,090	—	—
		GHG Emissions, Scope 2 (intensity)	Metric tons CO <sub>2</sub> e per million USD revenue	—	10.5	10.3	—	—
		<b>Total Waste Generated</b>	Metric tons	—	44,230	48,150	—	—
		Total Waste Generated (intensity)	Metric tons per million USD revenue	—	2.5	2.5	—	—
		Non-hazardous/Non-regulated Waste Generated	Metric tons	—	25,820	27,620	—	—
		Non-hazardous/Non-regulated Waste Diverted From Disposal	Metric tons	—	15,670	17,420	—	—
		Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration	Metric tons	—	10,150	10,200	—	—
		% of Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration	% of Total Waste Generated	—	39.3%	36.9%	—	—
		Reduction	%	—	—	-6.1% y/y	-15%	2024 vs. 2019
		Hazardous/Regulated Waste Generated	Metric tons	—	18,410	20,530	—	—
		Hazardous/Regulated Waste Sent to Landfill or Incineration	Metric tons	—	7,860	8,880	—	—
		Hazardous/Regulated Waste Diverted From Disposal	Metric tons	—	10,550	11,650	—	—
		<b>Total Water Use</b>	Cubic meters	—	3,727,090	4,005,070	—	—
Total Water Use (intensity)	Cubic meters per million USD revenue	—	210.3	209.9	—	—		



Pillar	Category	Metric	Unit	2018	2019	2020	Goal	Timeframe	
Environment	Health and Safety Performance	Total Recordable Incident Rate (TRIR)	See accompanying "Notes"	0.79	0.68	0.54	—	—	
		Reduction	%	—	—	-21% y/y	—	—	
		Days Away Restricted or Transferred (DART)	See accompanying "Notes"	0.57	0.47	0.34	—	—	
		Reduction	%	—	—	-28% y/y	—	—	
	EHS Management Program Certifications	Total Manufacturing & Assembly Sites (Globally)	# of sites	—	—	177	—	—	
		ISO 14001 Certified	# of sites	—	—	50	—	—	
		ISO 45001 Certified	# of sites	—	—	17	—	—	
ISO 50001 Certified		# of sites	—	—	6	—	—		
Foundational Elements	Speak Up! Compliance Reporting	Speak Up! Reports Received and Investigated	# of reports	~750	>850	>850	—	—	
		Speak Up! Reports Received per 100 Danaher Associates	# of reports per 100 associates	1.3	1.5	1.3	≥1.0	Annual	
		Self-Identifying Reporters	%	45%	42%	46%	>40%	Annual	
	Code of Conduct	In-scope Associates Who Completed Code of Conduct and Related Certification	% of total	98%	98%	98%	—	—	
	Board of Directors	Female Directors	# of Directors	—	—	4	—	—	
			% of total	—	—	31%	—	—	
		Racially/Ethnically Diverse Directors	# of Directors	—	—	3	—	—	
			% of total	—	—	23%	—	—	
		Directors Born Outside of the U.S.	# of Directors	—	—	3	—	—	
			% of total	—	—	23%	—	—	
	Independent Directors Under 50 Years Old	# of Directors	—	—	2	—	—		
		% of total	—	—	20%	—	—		
	Management Program Certification	ISO 13485 Certification	% of total in-scope facilities	—	—	100%	100%	Annual	
	FDA Registered Sites	Total	# of sites	—	56	53	—	—	
		Classified by highest-risk device produced at site	Life Sciences Segment	# of sites	—	19	17	—	—
			High (III)	# of sites	—	0	0	—	—
Medium (II)			# of sites	—	10	9	—	—	
Low (I)			# of sites	—	9	8	—	—	

— MEDICAL DEVICE PRODUCT QUALITY —



Pillar	Category	Metric	Unit	2018	2019	2020	Goal	Timeframe
Foundational Elements	FDA Registered Sites (continued) Classified by highest-risk device produced at site	Diagnostics Segment	# of sites	—	36	35	—	—
		High (III)	# of sites	—	2	2	—	—
		Medium (II)	# of sites	—	26	24	—	—
		Low (I)	# of sites	—	8	9	—	—
		Environmental & Applied Solutions Segment - Water Quality Platform	# of sites	—	1	1	—	—
		High (III)	# of sites	—	0	0	—	—
		Medium (II)	# of sites	—	1	1	—	—
		Low (I)	# of sites	—	0	0	—	—
		Environmental & Applied Solutions Segment - Product Identification Platform	# of sites	—	0	0	—	—
		High (III)	# of sites	—	0	0	—	—
		Medium (II)	# of sites	—	0	0	—	—
		Low (I)	# of sites	—	0	0	—	—
		FDA Inspection Results	Consent Decrees	# of decrees	0	0	0	0
	Warning Letters		# of letters	0	0	0	0	Annual
	483 Observations		# of observations	1	4	0	0	Annual
	FDA Recalls	Total FDA Recalls	# of recalls	29	17	23	—	—
		Class I	# of recalls	2	0	0	—	—
		Class II	# of recalls	26	17	22	—	—
		Class III	# of recalls	1	0	1	—	—
		FDA Initiated	# of recalls	0	0	0	—	—
Seizures/Consent Decrees		# of seizures/decrees	0	0	0	—	—	

MEDICAL DEVICE PRODUCT QUALITY



Pillar	Category	Metric	Unit	2018	2019	2020	Goal	Timeframe
Financial Results	Revenue Results from continuing operations	Danaher	USD billion	17.0	17.9	22.3	—	—
		Life Sciences Segment	USD billion	6.5	7.0	10.6	—	—
		Diagnostics Segment	USD billion	6.3	6.6	7.4	—	—
		Environmental & Applied Solutions Segment	USD billion	4.3	4.4	4.3	—	—
	Supply Chain	Annual Spend	USD billion	—	—	8.2	—	—
		Global Suppliers	# of suppliers	—	—	>80,000	—	—

### Notes to Sustainability & ESG Data Summary

- Unless otherwise set forth below, all data presented is as of December 31 of the referenced year, unless the nature of the metric is such that it covers the entire year. Certain components may not sum due to rounding. A dash indicates that the particular metric is not provided for the indicated time period (or in the case of “Goals,” that there is no public goal with respect to such metric).
- Danaher completed its disposition of its Envista business on December 18, 2019. The 2018 data under the categories “Internal Fill,” “Turnover,” “Engagement,” “Diversity Representation,” “Health and Safety Performance” and “Code of Conduct” all include Envista. All other data in the table excludes Envista.
- All data under the category “Diversity Representation” includes only full-time and part-time associates.
- “Executives & Senior Leaders,” “Managers” and “Individual Contributors” are mutually exclusive categories and are the three highest-level categories we use to classify all full-time and part-time associates.
- “Total Recordable Incident Rate” is defined as the number of work-related injuries or illness cases serious enough to require treatment beyond first aid, per 100 associates.
- “Days Away, Restricted or Transferred” is defined as the number of work-related injuries or illness cases that result in an associate working with physical restrictions, being away from work or unable to do their job or transferring to other work, per 100 associates.
- Under “FDA Registered Sites of Danaher’s Subsidiaries,” sites are classified according to the highest-risk device produced at the site.
- The three racially/ethnically diverse members of Danaher’s Board of Directors include a Black director and directors of Middle Eastern and North African descent.



# Contact Us

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## SUSTAINABILITY

This Sustainability Report, along with all past reports, can be viewed in the Downloads section of [sustainability.danaher.com](http://sustainability.danaher.com).

Additional inquiries can be directed to Danaher's corporate office or Danaher's Sustainability contact at [sustainability@danaher.com](mailto:sustainability@danaher.com)