



# Serving science. Serving society.

2020 Corporate Social Responsibility Report





## About this report

Our Corporate Social Responsibility (CSR) report reflects our commitment to society, to our stakeholders and to environmental, social and governance issues. The content is presented in line with our CSR strategy, which is focused in four key pillars: Operations, Colleagues, Communities and Environment.

Except where otherwise noted, this publication contains insights into our CSR-related programs, achievements and performance for the calendar year from January 1 to December 31, 2020. We considered the Global Reporting Initiative (GRI) Sustainability Reporting Standards, the CDP (formerly known as Carbon Disclosure Project) and the Sustainable Development Goals (SDGs) in the development of our report, with additional references to two frameworks: the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). See Appendices 1–3 for more information.

As a member of the United Nations (UN) Global Compact – a voluntary leadership platform for responsible business practices – Thermo Fisher Scientific is committed to aligning our strategy, culture and operations with the organization’s Ten Principles on human rights, labor, environment and anti-corruption. This report serves as our UN Global Compact Communication of Progress for 2020.

For questions or comments regarding this report or Thermo Fisher’s CSR approach, please contact us at [responsibility@thermofisher.com](mailto:responsibility@thermofisher.com).

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## From our CEO

In a world that continues to face significant health, economic, social justice and humanitarian challenges, I couldn’t be prouder of Thermo Fisher’s role in addressing them. We are the world leader in serving science, and our responsibility encompasses both our commitment to our customers and the impact we have through our business practices and involvement in the global community.

Our driving force is our Mission: to enable our customers to make the world healthier, cleaner and safer. Our 90,000 colleagues are incredibly passionate about that purpose, and I’m so grateful to them for what they do every day. As a tribute, we have featured many of our colleagues on the cover of this report.

The global pandemic is one of the most profound examples of how we fulfill our Mission, and as we publish this report in 2021, we continue to play a central role in the response – enabling research of the virus, delivering the gold standard in diagnostic testing, protecting those on the front lines and supporting the development, production and distribution of vaccines and treatments.

In addition to enabling the societal response to the pandemic, we’ve also stepped in directly to support communities hardest hit. For example, earlier this year we donated \$10 million in monetary support and urgently needed products to help India bring the health crisis under control. In 2020, we launched the Just Project with a donation of \$25 million in diagnostic instruments, test kits and related supplies to support the safe reopening of historically

Black colleges and universities (HBCUs) in the US. We established the Just Project to leverage our industry position to drive social justice. Through this national partnership, we’ve committed to hiring at least 500 HBCU graduates through 2023.

We’re creating additional opportunities by investing \$30 million to establish our Foundation for Science, which amplifies our longstanding support for STEM education, particularly in underserved communities.

Our responsibility to society also extends to protecting the planet. We recently committed to achieving net-zero carbon emissions by 2050, in addition to our earlier commitment to reduce our carbon emissions by 30% by 2030. We’re making progress by reducing energy use in our facilities, developing greener products and helping our customers achieve their own environmental stewardship goals.

Of course, our social impact starts right here inside Thermo Fisher with the kind of environment we are creating for our colleagues. We have a culture where unique backgrounds and perspectives are valued, and our colleagues are inspired to bring their best every day.

We continue to strengthen our culture by listening to and acting on colleague feedback. One way we do this is through our annual Employee Involvement Survey, which drew record participation in 2020. One of the key themes from the feedback is that our pandemic response has fueled a greater sense of belonging and purpose among our colleagues, and this mindset is making our Company even stronger.



It’s great to see Thermo Fisher continually recognized as a great place to work, and once again Fortune has named us one of the World’s Most Admired Companies.

While those recognitions are gratifying, what’s even more important is how we measure ourselves. In 2020, we completed a comprehensive assessment to understand the environmental, social and governance issues that matter most to our business and our stakeholders. As you would expect, *quality, diversity and inclusion, talent management, community impact and climate change* are strategic priorities, and we are taking action to increase transparency in managing and reporting on them. You’ll see that reflected in this and future reports.

Operating with integrity and delivering on our responsibility to make the world a better place is not just the right thing to do. It also makes us a better partner for all of our stakeholders. I invite you to read more about our contributions in this report. It’s a true reflection of who we are.

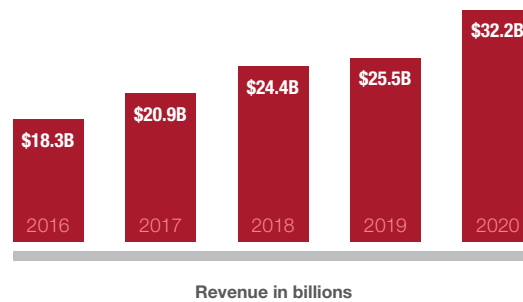
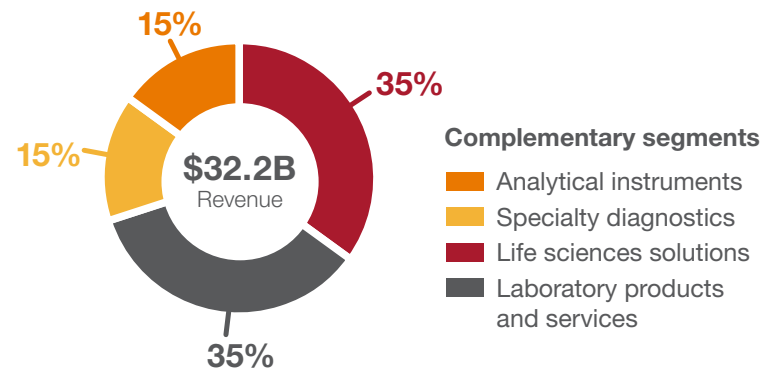
*Mark N. Casper*

# Our Company

Thermo Fisher Scientific Inc. (NYSE: TMO) is the world leader in serving science, with annual revenue of approximately \$35 billion. **Our Mission is to enable our customers to make the world healthier, cleaner and safer.** Whether our customers are accelerating life sciences research, solving complex analytical challenges, improving patient diagnostics and therapies or increasing productivity in their laboratories, we are here to support them. Our global team has grown to more than 90,000 colleagues\* and delivers an unrivaled combination of innovative technologies, purchasing convenience and pharmaceutical services through our industry-leading brands, including Thermo Scientific, Applied Biosystems, Invitrogen, Fisher Scientific, Unity Lab Services and Patheon. Read more about Thermo Fisher in our latest [Annual Report](#).

## Our performance

Extraordinary 2020 results continue our track record of outstanding performance



## Our values

Thermo Fisher's 4i Values of Integrity, Intensity, Innovation and Involvement make up our culture and guide the interactions of our colleagues – with our customers, suppliers and partners, communities and each other. These four values are foundational to our CSR approach.

Integrity	Intensity	Innovation	Involvement
<p><b>Integrity:</b> Honor commitments, communicate openly and demonstrate the highest ethical standards</p>	<p><b>Intensity:</b> Be determined to deliver results with speed, excellence and a passion to succeed</p>	<p><b>Innovation:</b> Create value by transforming knowledge and ideas into differentiated products and services for our customers</p>	<p><b>Involvement:</b> Make connections to work as one global team, embracing unique perspectives and treating others with dignity and respect</p>

\* Number of colleagues at time of publication.

### OPERATIONS

**\$1.2B**  
research and development (R&D) spend

**300+**  
customer projects supported for COVID-19 vaccine and therapy development

**\$1.3B+**  
spend with small and diverse businesses

### COLLEAGUES

**40%**  
of global leadership hires are women

**40%**  
of global colleagues are women

**47%**  
of positions are filled internally

### COMMUNITIES

**2,900**  
nonprofit organizations supported

**\$30M**  
invested in Thermo Fisher Scientific Fund: The Foundation for Science

**100+** low- and middle-income countries supported through our COVID response

### ENVIRONMENT

**>95%**  
cold storage refrigerants converted to natural alternatives

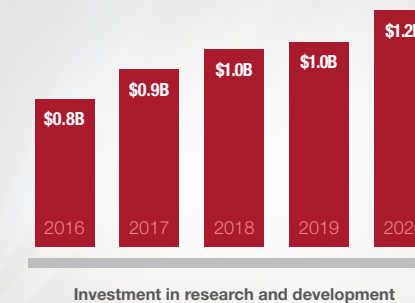
**32**  
sites working toward zero waste (100% diversion from landfill)

**54**  
greener product categories

## Innovation

The nature of our business is to facilitate growth and innovation within the global scientific community and to help researchers, organizations and companies solve some of the world's most pressing issues. In 2020, innovation powered our pandemic response and established our global leadership in enabling research of the virus, delivering the gold standard in testing, and supporting the development, production and distribution of vaccines and therapeutics. In addition to an expanded portfolio of COVID-19-related products and services, our \$1.2 billion investment in research and development also produced novel technologies to strengthen our

leading positions in analytical instruments, biosciences and bioproduction. Through a challenging environment, we accelerated the execution of our growth strategy with new solutions to create an even brighter future for our Company, our customers and for society.



**Pioneering technologies to reduce the spread of disease during a global health crisis**

To save lives and protect livelihoods, reliable COVID-19 testing has been critical. Addressing the global demand, Thermo Fisher introduced a highly automated real-time PCR solution in October 2020. The Thermo Fisher Scientific™ Amplitude™ Solution was designed to analyze up to 8,000 samples in a single day, allowing laboratories to double or even triple their testing capacity. This high-throughput innovation has scaled worldwide testing capacity, providing a means to address the needs of companies, schools, universities and communities, with the goal of safely returning to pre-pandemic life.

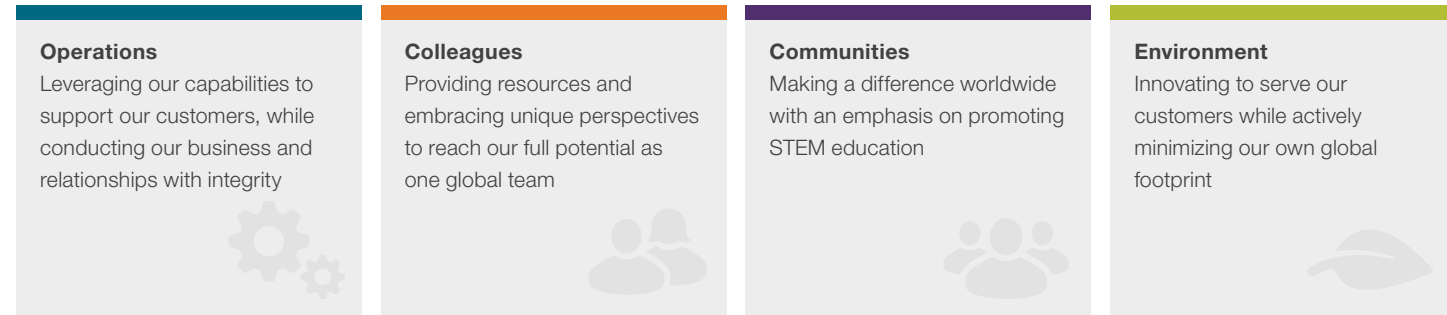


# Our CSR commitment

## CSR strategy

Our products, technologies and services benefit the environment and society globally, but creating a better world starts with the way we run our business. We take deliberate actions to address sustainability issues today in order to strengthen our business for tomorrow's customers, colleagues and communities.

Committed to doing business the right way, we focus our CSR approach in four key pillars that are aligned with our business model, strategy and values.



Our focus on [Operations](#), [Colleagues](#), [Communities](#) and [Environment](#) enables us to drive long-term value by providing high-quality products for our customers, creating a great place to work for our colleagues, delivering strong returns for our shareholders, making a difference in our communities and reducing our impact on the environment. Together, our investments in technology, products and people help to ensure sustainable growth and create positive change for the world.

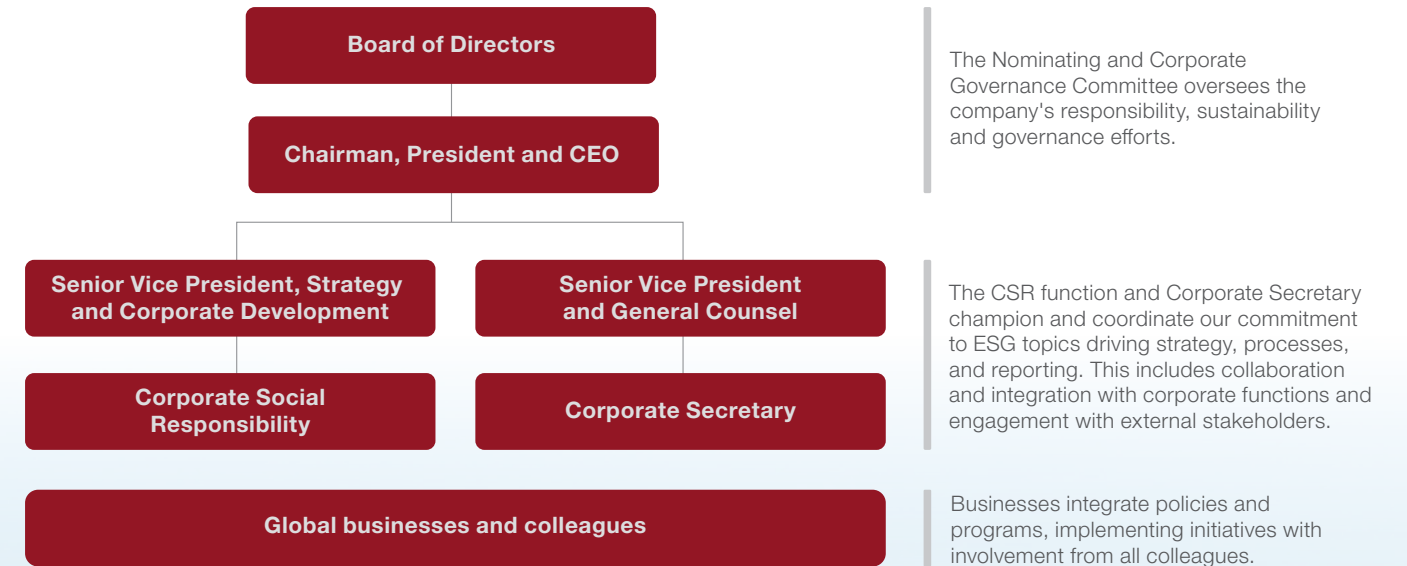
## CSR approach and governance

Corporate Social Responsibility is deeply imbedded in our company strategy. We employ a CSR business process that is iterative and powered by our culture of continuous improvement. This approach enables ongoing development and refinement of our strategy and priorities as we continue on our sustainability journey.

Our CSR team propels the enterprise-wide corporate citizenship framework and sits within the Strategy and Corporate Development group, led by a member of the Company leadership team. Together with the Corporate Secretary, these

two functions coordinate the strategy, processes and reporting for environmental, social and governance topics, directing Thermo Fisher's commitment to sustainability throughout the Company. This includes collaborating across business units and functional teams to integrate corporate social responsibility principles into daily operations and practices, as well as communicating with external stakeholders to bring those perspectives into our strategic planning and decision-making.

Board-level governance for our sustainability efforts is held within our Nominating and Corporate Governance Committee.







## Contributing to the Sustainable Development Goals

The Sustainable Development Goals (SDGs), adopted by the United Nations, represent a universal call to action to end poverty, protect the planet, and ensure prosperity for all. Outlining 17 goals and 169 targets, the SDGs provide governments and businesses a clear framework for achieving sustainable development by 2030. As the world leader in serving science, Thermo Fisher is deeply committed to taking action that addresses these global goals.

### Our priorities

Through our everyday business, we contribute to a wide range of SDGs. The following examples highlight how our Company is supporting a subset of those goals, shown on this page. Our primary focus is SDG 3 – Good Health and Well-being – which closely aligns with our business and allows us to contribute to sustainable value creation for science and for society.

Sustainable Development Goals (SDGs)	Strategic alignment	Featured 2020 contributions
 <p><b>3 GOOD HEALTH AND WELL-BEING</b></p> <p>Ensure healthy lives and promote well-being for all at all ages.</p>	<p>Our Mission is to enable our customers to make the world healthier, cleaner and safer. Our products and services are designed to benefit society globally, while our commitment to innovation pushes science and technology a step beyond where it is today – to solve the problems of tomorrow.</p>	<ul style="list-style-type: none"> <li>We are fighting COVID-19 in low- and middle-income countries (LMICs) as part of a global pandemic response consortium. Partnering with a robust network of leading experts, policy makers, bilateral agencies and public health and humanitarian aid organizations, we are delivering an integrated solution for the <b>equitable distribution of tests, therapeutics and vaccines</b>.</li> <li>Our forensic DNA technologies make the world safer. They have globally supported criminal investigations for over 30 years and are essential to <b>upholding the pursuit of justice</b>. Our solutions solve and prevent crimes, including sexual assaults and human trafficking, and they also exonerate the wrongfully convicted.</li> <li>Next-generation sequencing (NGS) helps match cancer patients with the most effective therapies – insight that should be <b>equally accessible to all</b>. The automated Ion Torrent™ Genexus™ System returns results in a single day and – unlike traditionally complex systems – can be operated by virtually any certified hospital lab technician. The technology’s simplicity and cost-effectiveness can facilitate NGS adoption by the average community hospital, which is where the majority of cancer patients are diagnosed and treated.</li> </ul>
 <p><b>4 QUALITY EDUCATION</b></p> <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	<p>We are helping to ignite the spark that will inspire the next generation of innovators. Research shows students begin losing interest in STEM-related subjects as early as 11 years of age, which is why our STEM education strategy starts connecting with students early.</p>	<ul style="list-style-type: none"> <li>Thermo Fisher Scientific Fund: The Foundation for Science was launched in 2020 to amplify the impact of our STEM education programming. With an investment of \$30 million, we are increasing <b>equitable – and early – access to STEM</b> for underserved populations including girls, minorities and students living below the poverty line. A life sciences industry that more fully reflects society will help solve the world’s most complex problems for all.</li> <li>Together with the Boys &amp; Girls Club of America (BGCA), we adapted our DIY STEM program for the virtual environment at a time when many students were unable to access their local clubs for in-person support and enrichment opportunities. BGCA’s MyFuture platform was launched to provide youth a secure destination for <b>virtual STEM networking and content</b>. Our digital offerings launched in 2020 feature Thermo Fisher colleagues, technologies and careers.</li> <li>The Just Project, named after pioneering African American biologist Dr. Ernest Everett Just, supports free COVID-19 testing to assist with the <b>safe reopening of historically Black colleges and universities (HBCUs)</b>. This effort is, in part, to mitigate student attrition during the crisis since HBCUs, which make up only 3 percent of US colleges and universities, produce 30 percent of all African Americans with STEM bachelor’s degrees. Through 2023, Thermo Fisher will hire at least 500 alumni from these institutions.</li> </ul> <p>For more on this work, see this report’s section titled Communities.</p>

Sustainable Development Goals (SDGs)	Strategic alignment	Featured 2020 contributions
 <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<p>We provide fulfilling careers across the globe, ensuring equity and opportunity for those historically underrepresented in the STEM industry specifically, or in the workforce generally. Our collaborative and inclusive culture helps our colleagues connect and grow as one global team.</p>	<ul style="list-style-type: none"> <li>Manufacturing is the backbone of our Company. In 2020, we added <b>more than 2,500 new manufacturing jobs</b> worldwide. Of these, entry-level positions are often a good fit for students directly out of high school, technical school or community college. These good-paying opportunities help tackle the under- and unemployment crisis facing underserved young adults who might otherwise find themselves both out of school and out of work.</li> <li>Our <a href="#">Code of Business Conduct and Ethics</a> is one of several policies that reinforce treating our colleagues with the dignity and respect they deserve. This commitment to <b>fair and safe work experiences</b> also extends to our suppliers, who are expected to operate with integrity and responsible policies including combating slavery and human trafficking. Our integrated approach helps to improve quality of life in communities touched both directly and indirectly by our business.</li> <li>Across our global footprint, we take a localized approach to job creation and economic development. In 2020, we formalized the Pharma K12 Workforce Training Development Initiative in Greenville, North Carolina – home to one of our largest sites. This partnership with a local community college helps high school graduates start and <b>grow a successful career</b> within the pharmaceutical industry, right in their own backyard.</li> </ul> <p>For more on this work, see two of this report’s sections, Operations and Colleagues.</p>
 <p><b>13 CLIMATE ACTION</b></p> <p>Take urgent action to combat climate change and its impacts.</p>	<p>We are focused on protecting the planet, starting with reducing our carbon footprint. As a responsible business partner to our customers, we also help them advance climate science and reduce the environmental impact of their own labs and operations.</p>	<ul style="list-style-type: none"> <li>We reduce our environmental impact on local communities by ensuring the efficient use of resources in running our business. We source <b>renewable electricity</b> through a mix of utility contracts as well as on- and off-site generation. In Germany and the United Kingdom, where we have the greatest concentration of sites in Europe, we now power 100% of our operations with green energy.</li> <li>Our analytical instruments are being used around the world to <b>address the drivers of global warming</b>. Research institutions, government agencies and industrial customers are conducting environmental studies using our mass spectrometers and detecting and examining pollution and carbon emissions with our gas analyzers and ambient air monitors.</li> <li>We continually work to develop <b>environmentally friendly products</b> in support of our customers. Among this year’s new greener alternatives, Thermo Scientific™ Labtainer™ Pro BioProcess Containers reduce packaging 24%, and Thermo Scientific™ Nunc™ Edge™ well plates generate up to 9% less plastic waste while significantly increasing useful capacity for a 40% increase in efficiency.</li> </ul> <p>For more on this work, see this report’s section titled Environment.</p>



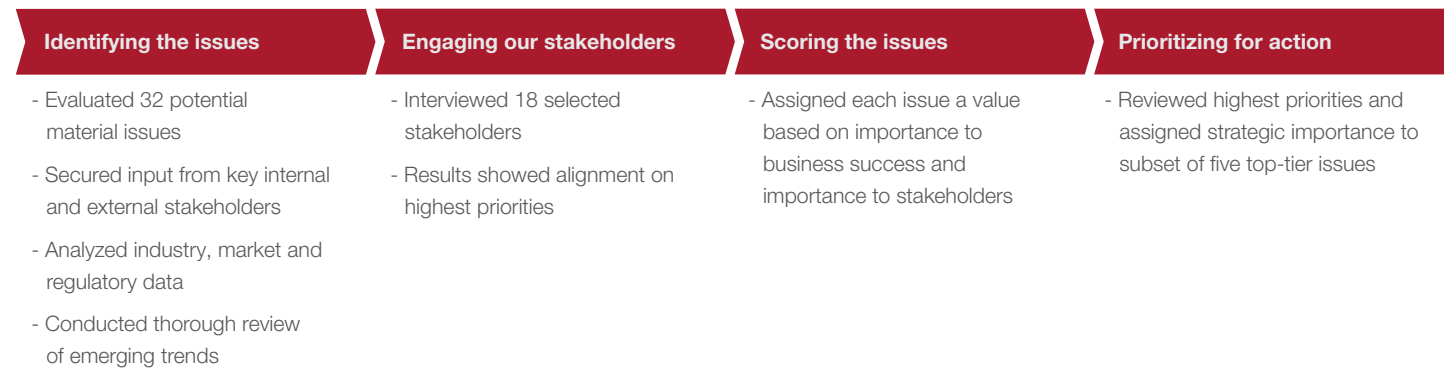
## Materiality and stakeholder engagement

In line with the Company's growth and evolution, we recently undertook an in-depth process to evaluate the environmental, social and governance (ESG) topics most material to our business and our stakeholders. For Thermo Fisher, active engagement with stakeholders is central to our success as it builds strong relationships and mutual understanding that provide meaningful insights to inform our practices, policies and priorities. This deep and regular involvement with customers, investors, colleagues, board members, governments, local communities, suppliers, trade associations, and others builds our awareness and fuels our responsiveness. It enables us to identify new opportunities and to meet and exceed stakeholder expectations.

In 2019, we engaged an independent third-party advisor to develop and conduct a materiality assessment that would identify and prioritize ESG topics using critical inputs from both internal and external stakeholders. The 2020 output of that process is helping to shape our holistic CSR approach, aligning it directly with our business strategy and providing us with insights to drive stronger risk management and greater long-term value creation through the implementation of our sustainability plans.

## Our approach

The four-step materiality process mapped ESG issues based on both their importance to Thermo Fisher's business success, and their importance to our stakeholders.



## Strategic focus areas

### Operations

Leveraging the scale and depth of our capabilities to support our customers, while conducting our business and relationships with integrity

- **Product safety and quality**

### Community

Making a difference worldwide with an emphasis on promoting STEM education

- **Community engagement and development**

### Colleagues

Providing resources and embracing unique perspectives to reach our full potential as one global team

- **Diversity and inclusion**
- **Talent management**

### Environment

Innovating to serve our customers while actively minimizing our own global footprint

- **Climate change**

## Our results

From the 32 ESG issues evaluated, our extensive assessment found that the 22 issues below are most relevant to the Company's key strategic and sustainability goals. These issues are actively monitored and managed, with Tier I reflecting those that emerged as most significant.

### Relevant ESG issues by Tier

Tier I	Tier II
<ul style="list-style-type: none"> <li>■ Product safety and quality</li> <li>■ Diversity and inclusion</li> <li>■ Talent management</li> <li>■ Community engagement and development</li> <li>■ Climate change</li> <li>■ Innovation</li> <li>■ Corporate governance</li> <li>■ Customer collaboration and satisfaction</li> <li>■ Cybersecurity and data privacy</li> <li>■ Supply chain resiliency</li> <li>■ Safe materials management</li> </ul>	<ul style="list-style-type: none"> <li>■ Ethics and compliance</li> <li>■ Employee engagement and well-being</li> <li>■ Fair labor practices</li> <li>■ Workplace health and safety</li> <li>■ Product life cycle</li> <li>■ Waste</li> </ul>
Tier III	
	<ul style="list-style-type: none"> <li>■ Intellectual property</li> <li>■ Public policy and advocacy</li> <li>■ Responsible sourcing</li> <li>■ Responsible tax policy</li> <li>■ Water use</li> </ul>

### Legend:

- Operations
- Colleagues
- Communities
- Environment

We will apply heightened concentration and strategic importance to five priority issues\* within our ESG scope, shown at left within the four pillars that make up the framework for our global CSR strategy.

Moving forward, the results of our materiality assessment will inform our approach, with the five strategic focus areas influencing near-term enhancements to how we drive improvement, track our progress and ensure Thermo Fisher's continued performance. For reporting we will continue to align to GRI and CDP. We will

also be broadening the scope of our reporting and disclosures by incorporating the Sustainable Development Goals (SDGs), Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD).

As our business, our stakeholder needs and the external landscape evolve, our iterative business process will ensure we actively revisit and validate materiality. This allows us to remain focused on those topics that are minimizing risk and maximizing long-term value.

\* For definitions of our material issues and a statement on materiality, see Appendix 4.



## Our COVID-19 response

We are profoundly committed to supporting our customers, colleagues and communities, and the global coronavirus pandemic has served as a powerful reminder of both our leadership responsibility and also the immense societal impact modern-day science has on saving lives. As the world leader in serving science, Thermo Fisher remains at the heart of the response.

### Our technologies

With our depth of capabilities and ability to quickly scale, we were uniquely qualified to respond to the crisis.

January 2020	January 2020	February 2020	March 2020	October 2020	December 2020
The Thermo Scientific™ Tecnai™ Spirit Transmission Electron Microscope is used to characterize the novel coronavirus in Wuhan, China	The Applied Biosystems™ SeqStudio™ Genetic Analyzer is used by scientists in Australia to sequence the virus' genome and provide the roadmap for a diagnostic test	The Thermo Scientific™ Krios™ Electron Microscope is used by researchers in the US to show the first 3D structure of the coronavirus' spike protein, which would later be targeted by vaccine manufacturers	The Applied Biosystems™ TaqPath™ real-time PCR test, which identifies the virus in four hours, is granted emergency use authorization in the US and goes on to be utilized worldwide	The Thermo Fisher Scientific™ Amplitude™ Solution profoundly increases PCR testing capacity, with labs recording up to three times their original daily throughput	Thermo Scientific™ ultra-low temperature freezers play a critical role in transporting the first vaccines from the manufacturer to hospitals and pharmacies

### Our business

We rapidly expanded our global capacity and capabilities to support customers in government, industry and academia as they accelerated the development and production of COVID-19 vaccines, therapies and other treatments.

- Supported over 300 customer projects
- Built new plants to manufacture more than 10M viral transport media products weekly
- Provided 250M+ testing products to the US government
- Created 2,500+ new manufacturing jobs globally

### Our colleagues

Throughout the pandemic, the health, safety and well-being of our colleagues has remained our top priority.

- **Colleague testing program:** Utilizing our internal capabilities, we implemented a voluntary COVID-19 testing offering at our US sites.
- **Colleagues and their families:** For additional support, we provided associate-level colleagues up to a week of emergency paid time off to accommodate the unique challenges resulting from the pandemic. We doubled available visits through our domestic Employee Assistance Program (EAP), expanded access to child and elder care, and eliminated the cost share for telehealth visits. In addition, we implemented all temporary flexibility allowed by the IRS for our health care and dependent care savings accounts.

### Our communities

Addressing the systemic health and social inequities facing our communities, we urgently focused our efforts on minority and global populations disproportionately impacted by the pandemic.

- **Donating protective equipment:** We donated personal protective equipment (PPE), laboratory equipment and testing supplies to coronavirus relief efforts in selected countries. Prioritizing the most urgent, high-risk and marginalized groups, we utilized our global network and worldwide presence to partner with nonprofit organizations and school systems, getting supplies to those with the greatest need quickly.

- **Building testing capacity in communities of color:** The Just Project was launched to enable free COVID-19 testing for the safe reopening of HBCUs. The on-site labs that have been established and certified now run test samples for a national network of HBCUs, their students, faculty, staff and surrounding communities. Into the future, these new campus facilities can support a school's scientific training and research programs, including fueling work to address health disparities in the Black community.

“When the pandemic first emerged, our teams moved into action. We scaled our response to unprecedented levels and at extraordinary speed because we knew society was counting on us.”

– Mark Stevenson, Executive Vice President and Chief Operating Officer

#### Feature story

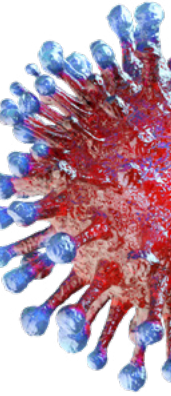
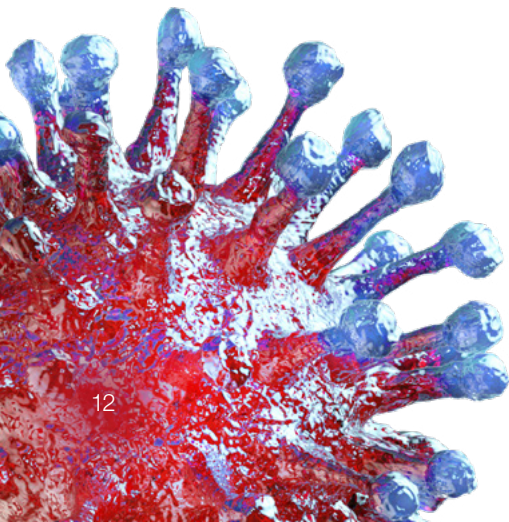
### Living our Mission: Partnering to serve humanity

As the pandemic overtook the globe, countries faced enormous strain, gaps in health systems were exposed and deeply rooted inequities were exacerbated. With the tragic increase in COVID-related hospitalizations, challenges were amplified in low- and middle-income countries (LMICs), which lacked infrastructure and critical care resources to mitigate the spread of the virus. Thermo Fisher was quickly moved to action.

Working with leading public health organizations, bilateral agencies and non-governmental organizations, we developed a plan to support LMIC COVID-19 testing needs – and later, therapies and vaccines. Thermo Fisher has since delivered millions of COVID-related products and

improved our packaging and shipping strategies to ensure efficient distribution to over 100 countries across Africa, Latin America, Southeast Asia and the Commonwealth of Independent States (CIS).

As an enabler of global health equity, we will continue to closely partner with our customers and health and humanitarian organizations to address long-standing and future public health needs. Leveraging the scale and depth of our capabilities is the greatest contribution we can make to serve our customers and serve society.





# Operations

At Thermo Fisher, integrity is fundamental to all aspects of our business. We take measures to ensure strong global citizenship practices both internally and across our business relationships. We are committed to conducting our business ethically and in full compliance with our internal systems and the laws of the countries where we operate. And we do so with rigor around governance and ethics; quality management; environmental, health and safety (EHS) regulations; and supply chain transparency.

We also leverage our Practical Process Improvement (PPI) Business System – our operational discipline – which focuses on improving processes, solving challenges and reducing inefficiencies. PPI is a key element for how we work smarter. It engages our colleagues to continuously improve productivity and the quality of our products and services, and, ultimately, to build customer allegiance.



# Governance and ethics

## Corporate governance

We have long believed that good corporate governance is important to ensure that Thermo Fisher is managed for the long-term benefit of our shareholders and other stakeholders. The Company's success requires a robust corporate governance framework, the highlights of which can be found on our [CSR website](#).

For details related to our Corporate Bylaws, Code of Business Conduct and Ethics, Corporate Governance Guidelines, Board of Directors and Board Committees, public policy engagement and executive compensation, and UK Tax Policy, please visit our Investor Relations page or CSR website, or review our [most recent proxy statement](#).

## Ethics and compliance

Integrity is a core value for Thermo Fisher, helping us to achieve our Mission.

## Business ethics

We require the highest standards of business ethics and integrity on the part of all colleagues, and their compliance with all applicable laws and regulations in conducting our business. The foundation of our compliance program is our Code of Business Conduct and Ethics, which covers a very broad range of topics, including, but not limited to, policies on conflict of interest, gift giving, honest and ethical fair dealing, insider trading, export control awareness, health and safety, privacy matters and sexual harassment.

### Annual review, certification and training on our Code of Business Conduct and Ethics

All directors, officers and colleagues of the Company are responsible for reviewing this Code and certifying annually that they have reviewed and are in compliance with it

All colleagues receive annual training on specific Code elements to ensure they have a complete understanding of our ethics and compliance expectations

## Bioethics

As the world leader in serving science, we support the essential research being performed by our customers every day. Our Company-wide bioethics policy is supplemented by internal position statements on individually identified bioethics issues. For more information on our bioethics principles and management approach, refer to our [CSR website](#).

## Engaging colleagues on compliance

Thermo Fisher initiated an annual Company-wide Compliance and Ethics week to shine a spotlight on the importance of these issues. We utilized a variety of channels to distribute daily communications to all colleagues on topics including global trade, anti-bribery, health care, data privacy and environmental health and safety.

In 2020, we kicked off Compliance and Ethics week by inviting colleagues to listen to a short podcast on the competitive advantage and sustainable growth opportunities of compliance in the workplace. Daily emails were distributed, often including surveys and interactive games to increase reader engagement. Colleague engagement was further fostered through the #iComply hashtag on our internal social network.

We rely on our colleagues to maintain the highest levels of integrity in our operations. If they are ever concerned that our policies or expectations are not being upheld, there are several reporting mechanisms available to them. For more information on how colleagues are encouraged to report issues on ethics and compliance, please refer to our [CSR website](#).



# Management systems

## Quality management

Having a strong quality culture is vital to our long-term success. Our customers rely on our products and services to consistently meet their expectations. And regulatory authorities require us to operate at the highest ethical standards and meet or exceed all requirements in the countries where we operate. We have a Company-wide [Quality Policy](#) that provides a focus on quality for the entire organization. The policy outlines our commitment to our customers and regulators as well as our goal of continuous improvement.

## Quality management certifications

Given the diversity of manufacturing across Thermo Fisher, our sites hold different [certifications](#). Worldwide, 86% of our sites hold cGMP, ISO 9001 and/or ISO 13485 certifications. Some sites, where applicable, additionally hold ISO 17025 and ISO 14001 certifications. All sites maintain appropriate certifications and registrations required by the regulators of the markets in which we sell our products.

## Competency and training

We work together to continuously exceed our customers' expectations. Our PPI Business System supports the way we think about our work and serves as the foundation of our operational discipline. It facilitates profitable growth by constantly improving [quality](#), productivity and our customers' experience. We empower every colleague to solve problems, large and small, for the organization, creating a culture of continuous improvement.

We also provide ongoing education and training programs on quality for our colleagues. Mandatory job-specific training is required at local sites to ensure high-quality performance. Policies, SOPs and work instructions are managed through a selection of e-learning platforms. We are required to effectively demonstrate our training programs at audit in order to hold an ISO certification and to ensure compliance with regulators in our markets.

## Environment, health and safety management

Thermo Fisher is committed to protecting the environment, and the health and safety of our colleagues, customers and the communities where we operate. We hold ourselves accountable to the commitments made in our Company-wide Environment, Health and Safety (EHS) Policy and we implement a variety of robust systems and programs to ensure we meet its intent and expectations. All colleagues and business leaders are responsible for ensuring we adhere to this policy.

## EHS Management System Policy

Our EHS Management System (EHS-MS) Policy has additional requirements to help us meet the commitments of our EHS Policy. The EHS-MS Policy is comprised of a set of systems-based management expectations and processes that all manufacturing, distribution and laboratory sites are required to implement and follow. Our EHS-MS Policy is based on the same tenets contained in a wide variety of existing and generally accepted EHS management system standards and practices (e.g., ISO 14001, OHSAS 18001, ISO 45001 and US OSHA's "Recommended Practices for Safety and Health Programs"), adapted and customized to integrate effectively into Thermo Fisher's governance structure and operating philosophy.

Our EHS-MS Policy in brief	
Our policy's requirements cover the following six areas:	
1. Management support and leadership	
2. Hazard identification and risk management	
3. Colleague participation	
4. Education and training	
5. Regulatory compliance	
6. System evaluation and improvement	
For more details on the multiple discrete requirements that must be met and maintained for each element by our individual operating entities and locations around the world, visit our <a href="#">Environment, Health and Safety page</a> .	

## Corporate EHS Compliance Audit Program

In addition to requiring all applicable locations to implement and periodically verify their conformance to our EHS-MS Policy and to conduct internal EHS compliance audits, our Corporate EHS Compliance Audit Program (operating independently of individual business unit control) conducts periodic, objective and evidence-based evaluations of each location's EHS compliance status. Any observed deficiencies are documented and routinely reported to site contacts and divisional/group leadership for action and response. We also invoke a process for independent corporate corrective and preventative action to systematically drive closure of all outstanding EHS audit findings in a timely manner.

## 2020 quality management performance

Regulatory inspections with no findings	93.8%
Average # of findings per external regulatory inspection	0.6
FDA warning letters	0
cGMP, ISO 9001 and/or ISO 13485-certified sites	86%



## Colleague safety and well-being

Our [EHS](#) professionals are vital to the success of our Company, helping us to achieve our business goals by enabling productivity and quality improvements, ensuring stewardship of our colleagues and the environment, and creating a strong culture of involvement. For example, our emphasis on continuous improvement and our proactive approach to site safety have helped decrease our lost-time injury rate (LTIR) – a standard industry metric that measures the number of injuries resulting in lost workdays per 1 million person-hours worked – by more than one-third in recent years.

We utilize our EHS management system and the engagement and involvement of our workforce to drive continuous improvement in our overall performance and ultimately a safe working environment. All new colleagues take an EHS course, offered in multiple languages, that focuses on workplace safety.

Not only do we promote a safe work environment for our colleagues, but we empower them to take control of all aspects of their well-being and mental health. Wellness impacts the lives of our colleagues in countless ways every day – from how we take care of ourselves and our families physically, to emotional health and personal financial matters, to how we balance our personal and professional lives.

We support our colleagues by focusing our efforts to promote:

- Health and happiness
- Finance and future
- Life and time away

For more information, please refer to the [colleague safety and well-being programs](#) on our CSR website.



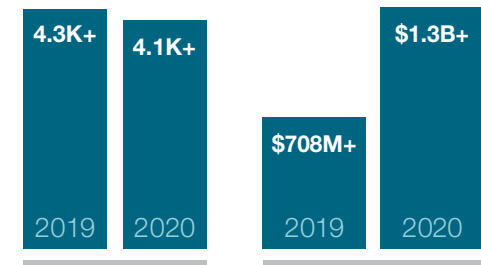
## Global procurement

### Supplier diversity

Part of being a responsible corporate citizen and business partner is promoting diversity not only within our operations but also among those with whom we conduct business. This is why we work with companies owned and operated by minorities; women; veterans; members of the lesbian, gay, bisexual, transgender and queer (LGBTQ) community; and people with disabilities – to help them grow their businesses.

By continually increasing the diversity of our world-class supply chain, we benefit by obtaining the value of the innovative solutions and the fresh business perspective such companies have to offer. They become, in essence, our partners in maintaining our position as a leader in our industry, allowing us to ensure our customers' success.

Just as important, we are working to expand the field of opportunity, creating the conditions that stimulate economic growth in the communities where we, our customers, and our colleagues live and do business. We know that when this happens, everyone wins.



Number of minority-, women-, veteran-, LGBTQ- and disability-owned suppliers

Investment in small and diverse businesses

### Responsible sourcing

We are committed to employing proper global citizenship practices in all of our business relationships. As such, we expect all suppliers to conduct their worldwide operations in a manner consistent with sustainable and socially responsible business practices and policies. While recognizing differences in laws, customs and acceptable practices around the world, we believe shared values are the cornerstone of supplier relationships. Therefore, we expect all suppliers and their subcontractors to be fully compliant with our [Supplier Code of Conduct](#). Our supplier contracts state that we reserve the right to audit suppliers on all elements of this Code and to terminate a business relationship if it is determined that a supplier is in violation.

To build upon our supply chain due-diligence processes, we implemented a supply chain risk management program to map, monitor and lower our supply chain risk based on supplier performance, geographic exposure and environmental practices. In addition, we use the globally recognized EcoVadis™ platform to assess and help accelerate improvements in our suppliers' performance in health, safety, labor and sustainability, and to monitor compliance with our Supplier Code of Conduct. In 2020, we increased the number of requests for water and carbon footprint data in an effort to increase awareness of these topics within our supply chain. For more information on our environmental initiatives, visit our [Responsible Sourcing page](#).

Thermo Fisher adheres to the Conflict Minerals provision of the Dodd-Frank Act and is committed to ensuring that we conduct our global business with respect for human rights and operate in compliance with applicable laws and fair labor practices. To access our statements on conflict minerals, human rights and modern slavery, as well as additional related documentation, visit our [Global Supply Chain page](#).







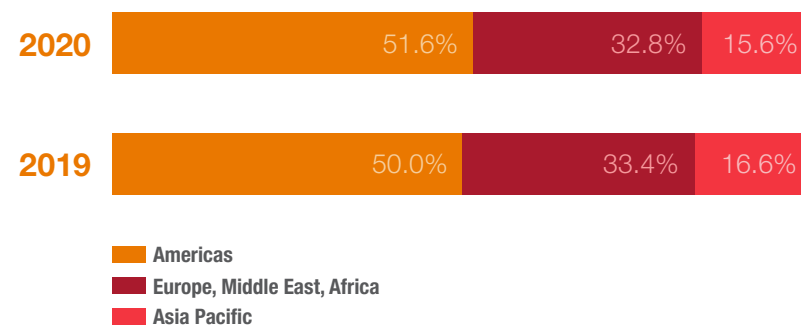
## Colleagues

At Thermo Fisher, having highly engaged colleagues is critical to fulfilling our [Mission](#). We strive to create a collaborative culture while embracing diverse backgrounds to help our colleagues reach their full potential as one global team.

**80,000+**  
Total colleague population\*

\* In 2020.

Global colleagues by region



## Diversity and inclusion

Our commitment to fostering a culture that values diversity and inclusion (D&I) considers gender and ethnic diversity as well as diversity of backgrounds, experiences and viewpoints. All are equally vital to the colleague experience and the Company's long-term success.

We collectively strive to create an inclusive culture where our colleagues feel they belong and are empowered to contribute, collaborate and innovate. When individual differences are welcomed and supported, we unlock the true value of diversity.

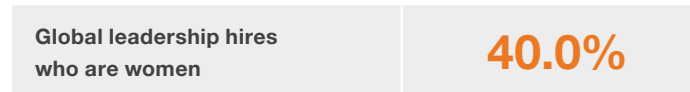
Our D&I strategy is embedded in every stage of our colleague experience – from recruiting and hiring to training, development and long-term career planning. We track the progress of our D&I objectives through a core set of metrics that are reviewed during routine business operating mechanisms and shared each month with leaders across the Company. This enables frequent, meaningful, data-driven discussions across our businesses and functions on a range of D&I factors, including gender and racial/ethnic representation and diverse hiring practices. Our approach also ensures we consistently prioritize areas where we have opportunities to improve.

We continue to receive external recognition for our D&I culture and practices. In 2020, Thermo Fisher was named a Best Place to Work for LGBTQ Equality for the sixth consecutive year, and was also named a Best Place to Work for Disability Inclusion, receiving a perfect score on the program's index for the past four years. Establishing an inclusive culture is critical to empowering our colleagues so they can contribute their best ideas and bring their true selves to work each day.

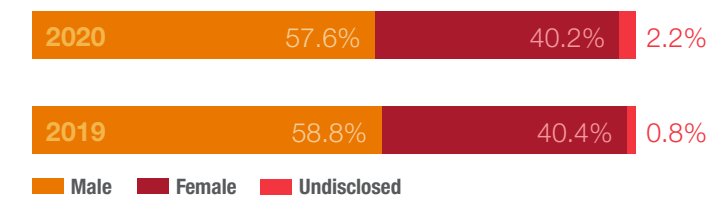
## Representation

As we advance our D&I work enterprise-wide, we have also committed to increased transparency and reporting. Focused on ensuring women are well represented across our colleague population globally, we will also disclose our progress on hiring women into leadership positions.

This expanded scope of reporting will also begin to incorporate new diversity and talent data for the US, including EEO-1 information. The EEO-1 is an annual report filed with the US Government's Equal Employment Opportunity Commission (EEOC). It offers a snapshot in time of our US demographics based on prescriptive categories and a federally mandated timeline. It is just one of several tools we employ to ensure our growing, talented global team brings their diverse perspectives, collaborative energy and a passion to excel every day.



Global colleagues by gender

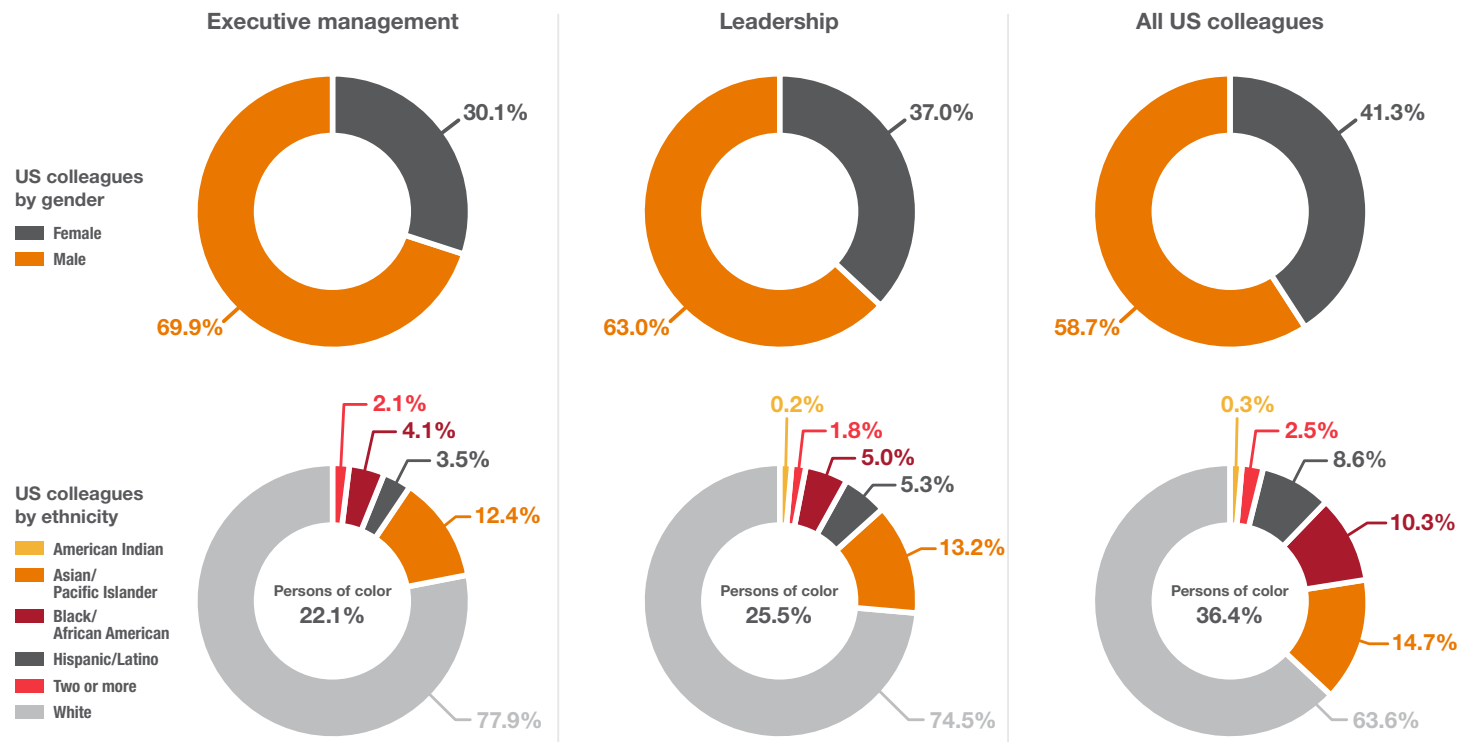


US colleague demographics

Women in our total colleague population in the US	<b>41.3%</b>
Women in executive management roles in the US	<b>30.1%</b>
Women in leadership roles in the US	<b>37.0%</b>
Persons of color in our total colleague population in the US	<b>36.3%</b>
Persons of color in executive management roles in the US	<b>22.1%</b>
Persons of color in leadership roles in the US	<b>25.5%</b>



## US colleague demographics



For our latest EEO-1 information, please visit our [CSR website](#).

We ensure all colleagues have access to development resources, awareness training and internal networks that offer support and guidance. In 2020, we enhanced our Annual Ethics and Business Integrity training by adding a thorough module dedicated to unconscious bias education.

In addition, we provided an array of resources to colleagues and to more than 12,000 global people managers to help our teams engage in conversations about race and social justice.

“A diverse and inclusive culture is critical to our success as a Company and helps us attract and retain the best and the brightest talent to fulfill our Mission. When we bring together diverse teams, empowered by a culture of inclusion, it helps create a sense of belonging that fuels colleague engagement, creativity and innovation. This ultimately leads to better products, solutions and services for our customers around the world.”

– Jennifer Farmer, Vice President, Global Diversity and Inclusion

## Business and Employee Resource Groups

Our Business/Employee Resource Groups (B/ERGs) are key partners in attracting, developing and retaining talent. These Company-supported groups of colleagues activate our strategy to bring diverse experiences and perspectives into the Company so they may be leveraged across the organization. B/ERGs are championed by an executive sponsor and collaborate with our global D&I team to help foster organizational culture, reinforce our infrastructure to better support colleagues through the colleague life cycle, and create ownership and advancement of diversity and inclusion in the workplace.

Represented by 220 chapters, we have ten B/ERGs including African Heritage, Asian American, Latino Hispanic Heritage, LGBTQIA, Millennials, PossAbilities, Women’s, Working Parents and Veterans ERGs and the Data Science BRG. Our ERGs reinforce that all colleagues can make a difference for our customers, for each other and for our Company.

<b>Business/Employee Resource Groups (B/ERGs)</b>	<b>10</b>	<b>Local B/ERG chapters</b>	<b>220</b>
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### B/ERG highlights

<b>African Heritage ERG (AHERG)</b>	In response to the death of George Floyd, sponsored a racial inequality virtual roundtable to discuss implicit racial bias in the workplace and ways to collaborate to strengthen our culture
<b>Millennials ERG (MERG)</b>	In the face of the pandemic and new workplace testing programs, developed a mobile health and safety check app through partnership with the corporate COVID-19 incident management team
<b>PossAbilities ERG (PERG)</b>	Sponsored a virtual event focused on mental health and loneliness in the workplace with guest speaker Dr. Doug Nemecek, Chief Medical Officer and Behavioral Health National Medical Officer at Cigna Corporation
<b>Veterans ERG (VERG)</b>	In partnership with Team Rubicon, launched a program with volunteer time off that allows veteran and other colleagues to be deployed to support disaster relief efforts in underserved and economically challenged communities
<b>Women’s ERG (WERG)</b>	Sponsored educational breast cancer awareness seminars for colleagues on topics ranging from therapeutic innovations to cancer prevention and survivorship

## Culture

Our culture strengthens our business. We believe that a positive working environment and sense of belonging is built on empowerment, trust, continuous improvement and inclusion. With our Mission and 4i Values as our foundation, we encourage colleagues to help shape and cultivate our culture through participation in programs designed to elevate the colleague experience.

We promote a culture of trust through transparency of Company goals and expectations. Our policies provide guidelines that inform how we treat our colleagues and how they should engage with one another. Our [Code of Business Conduct and Ethics](#) is supported

by our 4i Values and reinforces the importance of engaging in ethical business practices. This policy reinforces our commitment to providing equal employment opportunities and expresses our belief that colleagues should be treated fairly and evaluated on their contributions, and not on any personal attribute or characteristic.

We are committed to fostering a culture where our colleagues are engaged and passionate about excelling; inspired to enable our customers to make the world healthier, cleaner and safer; and dedicated to realizing our collective impact.



## Recognition

Award	Recognizing entity
World's Most Admired Companies	Fortune
America's Most Responsible Companies	Newsweek
Top 100 Most Attractive Employers	Universum Global
Best Place to Work	Great Place to Work™
Best Place to Work for Disability Inclusion	Disability:IN
Best Place to Work for LGBTQ Equality	Human Rights Campaign
Most Attractive Employer in the Life Sciences Sector	Randstad
Massachusetts Economic Impact Award	MassEcon
Canada's Safest Chemistry Employer Award	The Chemistry Industry Association of Canada
Corporate Social Responsibility Award	China Finance Summit
Australian Business Award for Community Contribution	Australian Business Awards

### Listening to all voices

While we take great pride in our culture, we recognize that there is always room for improvement. We value transparent communication and feedback from our colleagues, which we track and quantify through our annual Employee Involvement Survey (EIS).

Each year, our EIS formally gives every colleague a voice and is used to influence our enterprise-level goals, drive leader action plans and develop more opportunities for colleagues to grow and innovate. The survey is open to every colleague. It is mobile-friendly and designed to be universally accessible with 23 language offerings. The survey helps capture colleague feedback and provides comprehensive and insightful analytics to our leaders and managers in the following areas:

- Leadership: Company leadership and effective management
- Inclusion: fostering a workplace where everyone is valued for their individual differences
- Involvement: colleague commitment to the Company

We had strong and increased participation in our 2020 EIS survey: 84% of our colleagues completed it, an increase of four percentage points from the prior year. We also received more than 120,000 comments – about 24,000 more than last year. Taking the time to share comments shows that our colleagues feel their opinions are valued.

### 2020 EIS survey results

Leadership Index	77
Inclusion Index	78
Involvement Index	77
Participation by female colleagues <sup>1</sup>	24,689 (87%)
Participation by male colleagues <sup>1</sup>	34,187 (84%)
1. Based on reporting from countries releasing gender data.	

For more information, including policies on Freedom of Association and Collective Bargaining Agreements, please refer to our [Equal Employment and Affirmative Action Policy](#).

## Colleague recognition program

Our comprehensive [benefits and rewards](#) offerings help our colleagues feel recognized and supported. We also want our colleagues to have the ability to recognize one another, which we made possible through the social "Appreciate" platform. Our Appreciate program allows for real-time, specific acknowledgment of colleague contributions and achievements as well as service anniversaries, creating a one-Company culture of recognition

and facilitating peer recognition across groups and countries. It gives both colleagues and managers the opportunity to celebrate success publicly, helping colleagues feel noticed, valued and appreciated for good work – whether it is consistently living our 4i Values, fostering customer allegiance or upholding our commitments to safety, cybersecurity and PPI.

Colleagues recognized through the Appreciate program	43,362
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## Talent

We want all colleagues to achieve their goals and career aspirations. We are committed to the development of our diverse global workforce, enhancing colleague skills and knowledge to achieve current and future business objectives. Talent is the differentiator to a successful future, and we've instituted a range of tools, technologies, processes and programs to ensure we are attracting, cultivating and retaining our talent. From our colleague referral program to our Graduate Leadership Development Program, we continue to build strong internal and external pipelines of talent. Talent at Thermo Fisher is an organizational capability that we actively manage through deliberate, intentional assignments. Our executives and leaders participate in frequent organizational talent discussions, leveraging workforce data and predictive analytics to better anticipate the needs of our business based on growth and market demand.

### Talent attraction and acquisition

Our colleagues are our first source for talent, and we work to ensure we maximize their growth. Colleagues are encouraged to develop their careers through a combination of assignments and various learning and development programs and curricula. This focus on development provides the opportunity for colleagues to advance internally to the next phase of a career or chart a new career path. Knowing our colleagues are ambassadors of our Company, we look to them to refer great talent since they are familiar with our culture. Our colleagues are rewarded for successful referrals and placements.

Positions filled by internal candidates <sup>1</sup>	47.2%
Global leadership hires filled internally	50.4%
1. This disclosure reflects a refined calculation methodology established in 2020 and, therefore, is not comparable to prior-year data.	

To ensure we are attracting talent from diverse candidate pools, we source candidates by partnering with organizations representing various heritage and identity groups, and work with our D&I team to ensure our colleagues are set up for success once they are onboarded.

**We are committed to creating a work environment rich with a diverse range of perspectives.** In the United States, our Talent Acquisition Leaders help us concentrate on building deeper relationships with selected external diversity-focused organizations to recruit top talent from underrepresented ethnic groups, such as African Americans and Hispanic/Latinos. We actively recruit for candidates at varied career levels, including recent graduates, mid-level managers and senior executives.

### Welcoming new colleagues

With our Company's growth over the past year, and as the COVID-19 environment has changed how – and sometimes where – we work on a daily basis, we are determined to ensure our new colleagues are effectively introduced to Thermo Fisher in an improved new-hire onboarding training adapted for remote and flexible arrangements. Since September 2020, in addition to new manager lead support, new North American colleagues have been onboarded via a virtual orientation program, with completion of our comprehensive modules occurring during the first 90 days of employment. These modules form a base of knowledge about the Company, our priorities and our management approaches, and can be followed with optional sessions to further expand colleagues' understanding of Thermo Fisher.

This is supplemented by our new colleague Ambassador Program, developed to help welcome new hires into the organization and reaffirm their decision to join Thermo Fisher. Ambassadors are identified by hiring managers to help connect new colleagues with the tools, resources and systems that are needed to enable their success and to facilitate networking connections within the Company.

### University internship program

We know it's critical to gain experience and exposure prior to and after graduation, which is why we invest in meaningful internship programs, support education through [scholarships](#) and create additional opportunities for students who will develop into the next generation of scientists, engineers and business leaders. Our [university internship program](#) provides "in-role" experience – an important part of cultivating the skills interns need to fully and effectively transition into the workplace from their academic endeavors. We offer internships across various areas of the business to help students create career paths that align with their interests and aspirations.

### Talent development and management

Our talent is our differentiator. Thermo Fisher is dedicated to retaining and growing our colleague base to meet the business needs of the future and to provide colleagues with the opportunity to have a long and successful career with the Company.

Every colleague is driven to achieve, and it's our responsibility to invest in their potential. We consider a multi-tactic approach to development, including formal and self-paced training, networking opportunities, on-the-job development, strategic and data-driven talent management, coaching and mentoring. Thermo Fisher University is our robust online learning system. Our leadership development and executive training also provides tailored offerings, including for critical development pipelines such as R&D and General Managers. The result is more personalized learning as we provide the opportunity for our colleagues to access what they need, when they need it.

The power of this proactive approach was proven over the past year when rapidly changing conditions demanded extraordinary agility, capacity, capabilities and collaboration Company-wide. In responding to the pandemic, we were able to leverage years of talent development data, rewarding colleagues with unique stretch assignments or placing them in emerging roles to develop their skills.

For more information about our talent development, please refer to our [CSR website](#).

### Feature story

## Virtual and augmented reality transforms training

While the pandemic has presented challenges for traditional forms of training, leading-edge virtual-reality and augmented-reality technologies are providing solutions for our colleagues. These offerings provide learning experiences with interactive telepresence functionality, remote-assist technologies, and virtual tours. Not only do the lessons provide a realistic user experience, but the trainings can be conducted socially distanced. These virtual-reality training opportunities are currently available at several of our sites including Greenville, North Carolina; Toronto, Canada; Cambridge, Massachusetts; St. Louis, Missouri; and Cincinnati, Ohio. For more information on these programs and additional colleague training, please refer to our [CSR website](#).

While we offer robust internal learning resources such as Thermo Fisher University and our Laboratory Information Management System (LIMS), we know there are additional growth opportunities outside of our organization. Programs such as tuition reimbursement can help to open the door to ongoing learning. Whatever their next step, we are here to help our colleagues achieve their goals.

**Visits to Professional, Management, Leadership and Executive curricula on Thermo Fisher University**

**1.3M**

**Professional, Management and Leadership Development resources on Thermo Fisher University (classes, e-learnings, articles, etc.)**

**747**

### Resources to train and develop our colleagues

**New-hire onboarding**

**Thermo Fisher University**

**Performance management**

**Leadership development**

**Executive-level training**

In 2020, our Colleague Service Center (CSC) expanded to all global sites and now provides our colleagues one central, web-based hub for all Human Resources-related information and support. Through the CSC, there is now a single location where colleagues can easily access information and receive support related to their work experience and career progression at Thermo Fisher.



# Communities

At Thermo Fisher, we believe that to be a good corporate citizen we must invest in the communities where our colleagues live and work. Our approach to community impact mirrors our Company culture – to foster collaboration and respect, while championing the causes that we care about around the world. Investing in our communities is part of the way we do business and is reflected in our enterprise-level goals.

In 2020, the challenges presented by the pandemic extended to our community impact work. Public health safety measures implemented in many countries required social distancing that limited opportunities for in-person volunteering – a cornerstone of our CSR strategy. Our community partners were also adversely impacted.

Undeterred, our passionate colleagues adapted traditional outreach programs for the virtual environment and pursued new opportunities to safely engage with their peers, giving back while navigating the changes in their personal and professional lives. Their commitment has been an inspiration.



## STEM education access

Encouraging and inspiring students in the primary and secondary grade levels to engage in science, technology, engineering and math (STEM) activities is a core element of our community impact strategy. Our internally developed signature STEM education programs engage students by connecting them to our colleagues. Together, and using provided equipment and materials, they safely conduct experiments through hands-on laboratory and digital activities as well as team project competitions.

### Our STEM education outreach programming: 2020 snapshot

Students impacted through our STEM programs	<b>65,000+</b>
Educators impacted through our STEM programs	<b>4,300+</b>
STEM events	<b>650+</b>
Participating Thermo Fisher colleagues	<b>2,800+</b>
Participating countries	<b>21</b>



### STEM education outreach programming statistics

Students in our STEM programs	2020: <b>65,000+</b> 2019: <b>178,000+</b> 2018: <b>134,000+</b>
Educators in our STEM programs	2020: <b>4,300+</b> 2019: <b>8,500+</b> 2018: <b>5,800+</b>
STEM events	2020: <b>650+</b> 2019: <b>830+</b> 2018: <b>380+</b>
Participating Thermo Fisher colleagues	2020: <b>2,800+</b> 2019: <b>3,700+</b> 2018: <b>3,900+</b>
Participating countries	2020: <b>21</b> 2019: <b>24</b> 2018: <b>22</b>

## Signature STEM education programs

As an industry leader, we believe it is our responsibility to help young people make the connection to science, ensuring a continued interest in STEM subjects and careers in future generations.

Our signature STEM education programs connect students and [colleagues](#) through hands-on and team-based activities that highlight our technologies, make connections to careers in STEM and demonstrate how our Company influences the world. Our programs – Innovation Nation, STEM Design Challenge, STEMcredible Kits and Career Connections – are available to our colleagues to implement in their local communities around

the world. For more information regarding our STEM education programs, visit our [CSR website](#).

## STEM partnerships

Our partners help us deliver on our commitment to inspire a new generation of innovators through STEM education involvement. We work with nonprofit organizations to deliver top-tier STEM programming through a range of partnership models, from mobile learning to innovation labs. These efforts not only support students, but also provide colleagues with rewarding volunteer opportunities. Our flagship partners include the Boys & Girls Clubs of America (BGCA) and the China Youth Development Foundation (CYDF).

### Boys & Girls Clubs of America (BGCA)

In 2016, we formed a national partnership with the BGCA to support the organization in expanding its STEM curriculum to thousands of youth across the country. In 2020, the BGCA launched a digital version of the DIY STEM program on its MyFuture website, which features video content showcasing Thermo Fisher colleagues and careers. Through this safe, fun, mobile-friendly social platform, 80 active BGCA youth clubs worldwide have access to more than 150 BGCA activities and can explore the possibilities of a future in STEM, impacting a total of 8,400 students.

### China Youth Development Foundation (CYDF)

Since 2015, thousands of colleagues have volunteered to strengthen our partnership with CYDF by conducting science experiments in schools and providing home delivery of activity materials to students in rural areas. The program has impacted more than 50,000 students through the distribution of over 20,000 science kits.

Learn more about how we collaborate with STEM education organizations and universities through [our giving](#) and [early talent development](#) programs.

## STEM education engagement

### Global STEM Day

Sparkling young people's interest in STEM subjects with age-appropriate activities is an essential element of our community impact work. For the past three years, throughout the month of November, we've held a campaign to implement STEM education outreach activities as part of Thermo Fisher's Global STEM Day. Executed on a smaller scale in light of the pandemic, colleagues remained committed to taking action in their local communities. Our 2020 featured partner was Biocom California and the launch of their STEAM Team program, which provided virtual engagement opportunities for our colleagues. Through the program, they were virtually matched with educators and co-led interactive classroom

webinars for students of all ages. This distance learning program held 19 events and impacted over 750 students in 2020. Across the Company, our Global STEM Day campaign mobilized over 500 colleagues in support of 70 community events.

### Global STEM Day 2020

STEM events	70+
Participating colleagues	520+
Volunteer hours	2,600+

## Feature story

### Virtual STEM Day: Journey to Space

Our site in San Jose, California, hosted a virtual STEM event titled "Journey to Space" with speakers from NASA, Virgin Galactic and The Spaceship Company. The event also incorporated a variety of STEM activities including an engineering challenge and two science experiments.



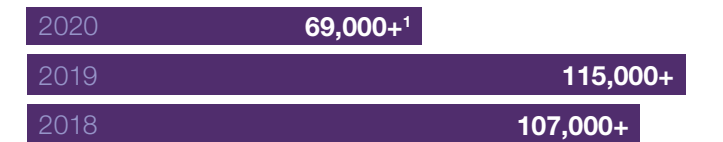
## Volunteer impact

Our strategy for community involvement relies on engagement at the local level where we can have the most meaningful impact with our nonprofit partners. We foster volunteer-led Community Action Councils (CACs) at our sites around the world, resourcing our colleagues so they may directly connect with their local communities to provide rewarding volunteer and philanthropic support. Although CACs are empowered to work independently, they are provided corporate support including grant funding, tools and training. In 2020, we hosted our annual two-day summit virtually, allowing us to reach nearly 100% of our worldwide CAC coordinators at one time.

### Statistics:



### Community action council growth



### Volunteer hours donated to the community

1. Volunteer hours donated to the community decreased during 2020 as a result of the global pandemic.

## Virtual volunteerism

With many colleagues working remotely and social distancing measures broadly in place, it became challenging to create community impact through in-person volunteering. To continue serving local communities, our teams established new engagements and modified legacy programs, including the following highlights:

<b>Summer of Science</b>	A five-part webinar series offered to colleagues and their children and showcasing Thermo Fisher scientists, technologies and a guided, hands-on science experiment.
<b>Science festivals</b>	Thermo Fisher participated in several science festivals through the creation of virtual booths and webinar content.
<b>Charity Fitness Challenge</b>	A fitness challenge designed for colleagues to encourage wellness and work-life balance while earning donations for charity.

## Get Involved Day

Our largest annual volunteer initiative is "Get Involved Day," a day of service encouraging colleagues across the globe to give back to their communities with up to 8 hours of Company-sponsored volunteer time off. Activities are coordinated locally and often include STEM education events, park and beach clean-ups, food packing events, and working with seniors and children.

### Get Involved Day 2020

# of events	140+
Participating colleagues	2,900+
Volunteer hours	8,200+



# Community engagement map



**Eugene, Oregon, US:** In February 2020, our colleagues visited a local school where they performed a STEM-based, hands-on lab activity with 40 students. Each child learned about creating transgenic plant species in order to meet economic demands.



**Cork, Ireland:** To celebrate Science Week in November 2020, our colleagues gifted two local primary schools 60 science kits as part of our commitment to both STEM education and the local community. Over 100 students were impacted – many of whom aspire to enter the STEM field after completing the activity.



**Burlington, Canada:** Our colleagues hosted online STEM events in partnership with Pueblo Science, an organization with a mission to advance

science education across the world and create lasting solutions to poverty. Through the virtual session, 50 students learned how to extract DNA from strawberries.



**Lenexa, Kansas, US:** Over 100 families used the drive-through line at Rising Star Elementary to pick up supplies and instructions for building a catapult at home. Instructions included QR codes to learn the history of catapults, a how-to video, and a link to post photos. Families also received a coupon for a large pizza.



**Greenville, South Carolina, US:** We donated 2,000 STEM kits to Greenville County Elementary Schools in 2020. Over 40 of our colleagues were involved in packing the STEM kits at three separate events throughout the year, and delivered them to over 15 schools in the community.



**Bleiswijk, Netherlands:** As a result of the ongoing pandemic, many elderly people were compelled to spend the holiday season alone. Our site collected and distributed over 200 holiday cards to their local care center and provided their elderly citizens a warm and inviting season's greetings during a challenging year.



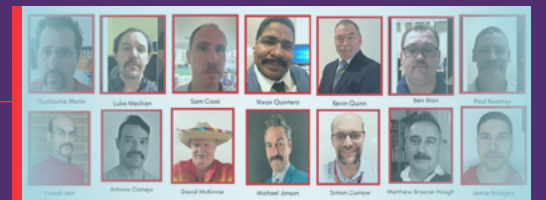
**Erlangen, Germany:** Families of seriously ill children often find themselves temporarily staying at the Ronald McDonald House to remain in close proximity to the hospital. Our colleagues volunteered to prepare dinner for the families and provide them with a sense of normalcy, and a chance to relax and destress for the evening.



**Shanghai, China:** On October 7, 2020, over 130 of our colleagues and their families participated in an event co-organized through the Shanghai Rendu Ocean NPO Development Center to pick up trash on a beach in Shanghai. Volunteers collected nearly 400 kg of marine debris, including plastic bottles, foams, fishing buoys, etc.



**Ferentino, Italy:** Ferentino site employees worked together to organize events around the International Day for the Elimination of Violence against Women. Several employees worked together by painting a town bench red as a potent symbol of the fight to end violence against women. The mayor of Ferentino, Antonio Pompeo, participated in a ribbon cutting and offered a plaque that was placed on-site.



**Australia and New Zealand:** Throughout November 2020, Thermo Fisher took part in the Movember initiative, which aims to improve men's lives through projects focused on prostate cancer, testicular cancer, mental health, and suicide prevention. ANZ colleagues raised \$4,205 from 18 Mo Bros and Mo Sisters.



## Our giving

Our giving strategy includes in-kind support, colleague donations and university student scholarships. Through our nonprofit partners, we're able to extend our reach and empower our colleagues to work with organizations that address the causes they care about.

Our efforts continue to center on developing the next generation of innovators. We help students pursue their academic and career aspirations by funding university scholarship programs and providing in-kind donations that support cutting-edge laboratory experiences for secondary and post-secondary learners. Our work starts as early as elementary school, as we also support local communities through our [signature STEM education programs](#) and [volunteerism](#).

### Colleague giving

To promote the generous spirit of our colleagues, our Charitable Giving Program provides a platform that allows them to easily contribute to the causes most important to them. By making direct donations, creating group fundraisers, or contributing to disaster relief campaigns, colleagues can double their impact through our Employee Matching Gift Program, which provides a 100% match for eligible contributions.

### Colleague giving

Colleague and matching gift donations	<b>\$2.6M</b>
Nonprofit organizations supported through donations	<b>2,900+</b>

### Scholarship programs

As part of our giving strategy, we have established two scholarship programs. The first is a merit-based scholarship program for the children of our full-time colleagues. Renewable for up to four years of full-time undergraduate study leading to a bachelor's degree (or equivalent), this program is for students at accredited post-secondary institutions in the United States and United Kingdom.

Aligned with our focus on [STEM education](#), our second scholarship program supports students studying STEM subjects at one of four partner universities, including the University of California, Berkeley and the University of Wisconsin–Madison in the US; Imperial College London in the UK; and Fudan University in China.

Students supported through Thermo Fisher scholarships	<b>290+</b>
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### Corporate giving

Our philanthropic contributions and in-kind donations further extend our impact. Our approach includes increasing access to our cutting-edge technologies as a way of strengthening local communities. The instruments, consumables and services we donate support researchers in developing countries, enable the development of personalized medicine and promote the vast range of STEM education through laboratory experimentation.

In 2020, we established the Thermo Fisher Scientific Fund: The Foundation for Science with a \$30 million investment that will amplify our STEM education programs. We focus our investments on underserved populations, further supplementing our STEM efforts by enabling research in underresourced communities, responding to humanitarian crises and advancing racial equity and social justice. When possible, the Foundation supports comprehensive approaches that cut across these interrelated topics in order to deliver maximum societal impact. The Just Project is a good example. Through this multifaceted initiative, we are addressing disparities deeply rooted in racial and economic inequality by leveraging the scale and depth of our capabilities.

Total in-kind donations	<b>\$30M+</b>
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## Feature story

### The Just Project

In the US, COVID-19 has taken a disproportionate toll on people of color. Thermo Fisher was uniquely positioned to respond. We launched the Just Project, a multifaceted partnership with historically Black colleges and universities (HBCUs), which makes free COVID-19 testing accessible to students, faculty, staff and their surrounding communities. For generations, these schools have played an essential role in closing America's achievement gap, including training diverse talent in STEM fields.

Through a donation of \$25 million in instruments, test kits and supplies, we have provided the technical expertise to help build a robust and sustainable testing infrastructure that is now owned and operated by HBCUs. On-site labs have been established at eight hub schools which, in turn, support the free testing available to nearly 60 HBCUs nationwide – schools with a collective estimated enrollment of 150,000 students in 2020.

The Just Project was conceived as a humanitarian response to a public health crisis, but it was built with a holistic approach that has strengthened our HBCU partnerships and will create long-lasting impact for the communities they serve. While enabling students to safely return to normal campus life, our newly established labs can also support future research programs, provide training to develop more scientists of color, and enable work to address health disparities in the Black community. This has allowed us to newly align our talent pipeline strategies such that Thermo Fisher will hire at least 500 alumni from these institutions through 2023. Supporting HBCUs is part of our commitment to address inequalities through our business, community outreach and hiring practices.





# Environment

At Thermo Fisher, our commitment to operating with integrity has long included a focus on environmental stewardship. We believe we have a responsibility to actively reduce our impact on the planet while continually seeking new ways to facilitate and accelerate discovery for our customers.

In order to provide long-term value in a world with natural resources that are increasingly constrained, we leverage our culture of continuous improvement, integrate the rising expectations our stakeholders, and pursue new opportunities to strengthen and accelerate our progress. Our approach extends beyond addressing just our direct impact on the environment and includes the development of innovative solutions that enable our customers to meet their own sustainability goals.



## Climate

To better serve our customers and society overall, we continue to work toward reducing our carbon footprint. This includes making our facilities more energy efficient, increasing the use of renewable electricity and reducing waste in our operations.

Our 2030 target to reduce our Scope 1 and Scope 2 greenhouse gas emissions by 30%<sup>1</sup> supports the Paris Agreement on climate change and will be submitted to the Science Based Targets initiative for validation.

### Feature story

#### Clean energy helps keep science moving

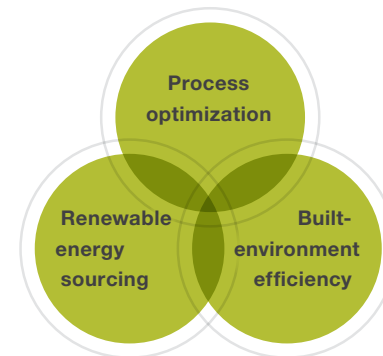
At our site in Brno, Czech Republic, we manufacture electron microscopes that allow scientists to study viruses, develop new materials and analyze harmful particles in the air and water. Driven by our 2030 commitment to reduce greenhouse gas emissions by 30%,<sup>1</sup> a rooftop photovoltaic power plant was installed at the Brno site in October 2020. A source of clean renewable electricity, this tailor-made system brings the site's energy production one step closer to carbon neutrality. With 2,499 solar modules spanning nearly 97,000 square feet, the power produced by the new system is equal to an estimated one million kilowatt hours annually – enough to power almost 200 homes. Directly supplying the site with green energy allows us to meet our needs in Brno while saving the equivalent of 1,055 tons of carbon dioxide per year.



### Energy and emissions

Combating climate change is integral to Thermo Fisher's short- and long-term business strategy. Our approach to achieving our goals relies on our PPI Business System, and is anchored in a framework of process optimization, built-environment efficiency, and renewable sourcing. To read more about actions we take associated with Scope 3 emissions in our supply chain, refer to the Operations – Responsible Sourcing section.

In 2020, we observed an increase in Scope 1 and Scope 2 emissions due to the growth of our business as we responded to COVID-19. While corporate revenue grew 26 percent for the year, our CO<sub>2</sub> emissions increased just 3 percent over the prior year. We were able to curb further increases in our carbon footprint because of well-planned renewable electricity projects that came online in 2020. In fact, absolute Scope 2 emissions from purchased electricity saw a slight decrease compared to the prior year in spite of our adding significant infrastructure and capacity to keep pace with customer demand.



Our climate strategy framework

CO <sub>2</sub> e emissions (% change, year over year)			CO <sub>2</sub> e emissions (% change from baseline)		
N/A <sup>1</sup>		+3.0%	N/A <sup>1</sup>		0%
2018	2019	2020	2018	2019	2020
	-3.0%			-3.0%	

1. 2018 is the baseline.





US President Joe Biden tours a Pfizer facility utilizing Thermo Scientific™ TSX Series Ultra-Low Temperature Freezers for COVID-19 vaccine storage.

### Eco-friendly refrigerants

In 2015, Thermo Fisher committed to reducing the environmental impact of our cold storage platform. This pledge, made directly to the White House, was the first of its kind in the lab products industry, transitioning potent hydrofluorocarbons (HFCs) to alternative refrigerants, and halving the energy consumption of our cold storage portfolio by 2020. Over the five-year period, we achieved the energy reduction target and have converted more than 95% of cold storage refrigerants to eco-friendly, natural alternatives. This work has reduced the environmental impact of our cold storage portfolio, including our ultra-low temperature freezers, which saw marked production increases in 2020 as they are instrumental in supporting COVID-19 vaccine storage and distribution.

### Waste and water

<b>Emissions from global waste<sup>1</sup></b>	<b>59,735</b>
<b>Sites working toward zero waste<sup>2</sup></b>	<b>2020: 32 2019: 26 2018: 13</b>
<b>Water<sup>3</sup></b>	<b>2020: -35% 2019: +3% 2018: -9%</b>

1. In MT CO<sub>2</sub>e.  
2. Zero waste is defined as diverting >90% waste from landfill.  
3. Data normalized by revenue shows year-over-year change.

### Waste

Continually working to minimize our impact on the environment, we actively seek opportunities to reduce the amount of waste generated through our operations. Our Zero Waste program is implemented at the site level to closely manage our waste streams. We define “zero waste” as diverting 90 percent or more waste from landfill through reuse, recycling and, as a last resort, incineration, when used to generate energy. Our efforts are targeted at reducing the amount of waste we generate and send to landfill while lowering our operating costs.

Through our Zero Waste Playbook, we provide our sites guidance for working toward Zero Waste certification. A five-step process, powered by our PPI Business System, engages our colleagues to implement waste-minimizing changes in processes and procurement strategies.

For more information on our waste initiatives, visit our [Product End of Life page](#).

### Water

Water is essential to the well-being of all people and the planet, and good-quality fresh water is also a vital component for the successful production of our products. With increased demand for this natural resource, we have developed systems for our sites that allow water to be reused and recycled. This enables greater production efficiency and reduces energy consumption when reheating water for steam processes.

In absolute terms, we increased our water consumption in 2020 due to the requirements of our response to the COVID-19 pandemic. When adjusted for 2020 revenue growth, however, water use at our sites was modest, resulting in a 35% decrease in water intensity compared to 2019. This intensity measure is consistent across our historical water consumption reporting, with year-over-year changes shown in the chart at left.

Continuing to explore strategies for minimizing our operational impact, we undertake water-related risk assessments and use the World Resources Institute’s Aqeduct tool to confirm we do not operate water-intensive operations in water-scarce regions. In line with our culture of continuous improvement, we also actively review sites for initiatives that can reduce water consumption.


### Greener products

From product ideation to product end of life, we accelerate discovery for our customers while innovating to provide solutions and product alternatives that are less hazardous, are more energy efficient, create less waste or use sustainable packaging and shipping materials.

#### Product design

We continually seek new ways to provide our customers with the means to achieve greater environmental stewardship. Combating climate change is a force for innovation, and Thermo Fisher regularly assesses our new and existing product lines to identify more sustainable sourcing and production options. To review our approach to evaluating and manufacturing greener product alternatives, visit [Product Ideation](#), [Eco-Minded Manufacturing](#) and [Using Greener Products](#).

### Enabling our customers’ environmental goals

<b>Greener product categories<sup>1</sup></b>	<b>2020: 54 2019: 51 2018: 48</b>
 <b>ENERGY STAR™-certified products</b>	<b>2020: 255+ 2019: 150+</b>

1. Each greener product category consists of multiple products within a product line – all of which share the same environmentally beneficial feature(s). To help make labs more environmentally sustainable, we have designed these products to minimize the use of hazardous chemicals, minimize waste and material consumption and/or increase energy efficiency compared to similar products in the marketplace.

### New greener product alternatives

#### Labtainer Pro BioProcess Containers

The Thermo Scientific™ Labtainer™ Pro BioProcess Container (BPC) is a next-generation bioreactor providing improved performance, reliability, and quality assurance. As technology and innovation advance within the bioproduction industry, single-use technologies have also made considerable progress in the areas of drug and vaccine manufacturing. Some of the advantages of single-use systems include lower costs, reduced risk of contamination, decreased footprint in the facility, increased flexibility and enhanced production throughput and efficiency with less cleanup. Collectively, this results in quicker turnaround and improved production capabilities. Labtainer Pro BPC products use the same reliable films as existing Thermo Scientific™ BPCs, providing consistent contact material throughout the workflow.

Labtainer Pro BPCs also utilize sustainable packaging principles: we’ve reduced packaging by 24% compared to the previous packaging design, without altering product integrity. The corrugated cardboard packaging of the Labtainer Pro BPC uses less material than the original, thereby requiring fewer resources, emitting less greenhouse gas during transit, and generating less packaging waste.



### Nunc Edge 2.0 96-Well Plates

The uniquely engineered Thermo Scientific™ Nunc™ Edge™ 2.0 96-Well Plate is designed to minimize both evaporation of cell culture medium from the plate and also the risks associated with the “edge effect” that may occur on a standard 96-well plate. When filled with sterile water or medium, the surrounding moat of the Nunc Edge 2.0 plate acts as an evaporation barrier during extended incubation. This yields viable cells consistently across the entire 96-well plate, enhancing productivity for cell-based assays. Enabling the use of all 96 wells allows users to plan experiments more efficiently, reducing costs and related product waste. Relative to competitor plates, these plates generate 4–9% less plastic waste per plate and provide a 37.5% increase in useful capacity, which further reduces the plastic waste a typical user will generate.

### Nalgene Sustain Bottles

The Thermo Scientific™ Nalgene™ portfolio of products is first to market with a new resin powered by a next-generation recycling technology that transforms plastic destined for landfill into high-performance bisphenol A (BPA)-free and bisphenol S (BPS)-free bottles. Thermo Scientific™ Nalgene™ Sustain bottles are produced using Tritan™ Renew material with the equivalent of 50% certified recycled content. They deliver the same high-quality durability and performance features as the original Tritan material-based Nalgene bottles. Both the Tritan Renew resin and the resulting Nalgene Sustain bottles have been certified through the globally recognized International Sustainability and Carbon Certification (ISCC) system. This promotes confidence in traceability through the supply chain and enables sourcing of sustainable products.

### Sustainable products on fashion runway

A shared commitment to empowering people to live more sustainable lifestyles has brought together Nalgene Outdoor, maker of reusable water bottles, and Alternative Apparel, clothing made from recycled materials. Together, we have launched a collaboration to reduce single-use plastic during PROJECT Las Vegas, one of the fashion industry’s largest events.

The initiative, called “Pledge to the Planet,” will reward attendees willing to bypass single-use plastic for the duration of the show with one free 32-ounce Nalgene reusable water bottle featuring Alternative Apparel’s popular camo or animal print. Pledge-takers will also receive a stylish “Wear the Difference” Alternative T-shirt made from recycled bottles.

### Designing a safer and greener manufacturing process

Applying our PPI Business System and green chemistry, our team in Eugene, Oregon, redesigned a manufacturing process to eliminate potent chlorine gas, which poses safety and environmental risks. Used to replace the chlorine gas, trichloroisocyanuric acid (TCCA) is a common swimming pool chemical and was found to be a safer alternative. This transition greened the manufacturing process, reducing its environmental impact by 70 percent, while reducing costs and improving colleague safety.

At a time when the world is facing the greatest health crisis in over 100 years, our industry leadership and our Mission have never been more relevant. Through their dedication, our colleagues demonstrated what it means to live our 4i Values – they have delivered with Integrity, Intensity, Innovation and Involvement. Each day, they rose to the challenge; and as a result, many of our products, solutions and customer partnerships have led directly to tangible, life-saving outcomes in the fight against COVID-19. We will strive to achieve even more.

To serve science, Thermo Fisher needs to stay ahead of it. We must constantly work toward advancement, so customers have the freedom to be bolder and more innovative. We are committed to pushing science and technology a step beyond where it is today – creating a better tomorrow, serving our customers and serving society.

**“I am extremely grateful for all that our teams have done to support our customers and colleagues in 2020. Our colleagues’ collective efforts and focus on finding solutions to new challenges helped us make an unforgettable impact. For Thermo Fisher, this year stands out as one of our finest moments – for the way we supported science and society when they needed us most.”**

– Marc Casper, Chairman, President and CEO



# Appendices

## Appendix 1 – GRI content index

This index serves as a navigation tool for the GRI Standards disclosures and where they may align with disclosures in this report and other publicly available information.

GRI Standard	Disclosure	Response/Reference
<b>General disclosures</b>		
<b>GRI 102: General disclosures 2016</b>	<b>Organizational profile</b>	
	102-1 Name of the organization	Thermo Fisher Scientific Inc.
	102-2 Activities, brands, products, and services	Thermo Fisher delivers an unrivaled combination of innovative technologies, purchasing convenience and pharmaceutical services. Our Life Sciences Solutions segment provides an extensive portfolio of reagents, instruments, and consumables used in biological and medical research, discovery and production of new drugs and vaccines as well as diagnosis of infection and disease. Our Analytical Instruments segment provides a broad offering of instruments, consumables, software and services that are used for a range of applications in the laboratory, on the production line and in the field. Our Specialty Diagnostics segment offers a wide range of diagnostic test kits, reagents, culture media, instruments and associated products in order to serve customers in healthcare, clinical, pharmaceutical, industrial, and food safety laboratories. Our Laboratory Products and Services segment offers virtually everything needed for the laboratory. Products and services are sold under the following Thermo Fisher brands: Thermo Scientific, Applied Biosystems, Invitrogen, Fisher Scientific, Unity Lab Services, and Patheon.
	102-3 Location of headquarters	168 Third Avenue, Waltham, Massachusetts, 02451, US
	102-4 Location of operations	Thermo Fisher has operations (owns and leases office, engineering, laboratory, production, and warehouse space) and a taxable presence in approximately 50 countries outside the US.
	102-5 Ownership and legal form	Thermo Fisher is a publicly traded company.
	102-6 Markets served	Thermo Fisher serves more than 400,000 customers working in pharmaceutical and biotech companies, hospitals and clinical diagnostic labs, universities, research institutions and government agencies, as well as environmental, industrial quality and process control settings. 53% of our revenue is from North America, 26% from Europe, 18% from Asia-Pacific, and 3% from the rest of the world.
	102-7 Scale of the organization	Total number of colleagues: 80,000 Segments of operations: Life Sciences Solutions, Analytical Instruments, Specialty Diagnostics, Laboratory Products and Services 2020 net revenues: \$32.22 billion Total capitalization: As of February 6, 2021, the Company had 393,793,362 shares of common stock outstanding. Our common stock is traded on the New York Stock Exchange under the symbol TMO.
	102-8 Information on colleagues and other workers	Pg. 20–22 of this report
	102-9 Supply chain	Through our supply chain, we source components that are used both at Thermo Fisher Scientific facilities and by our external partners to manufacture our products. We purchase goods and services from thousands of suppliers around the globe. As a result, our supply chain is global and complex.
	102-10 Significant changes to the organization and its supply chain	In 2020, Thermo Fisher acquired, within the Life Sciences Solutions segment, a US-based provider of a spectral dye platform for high-resolution biology applications which will extend the Company's existing tools for protein and cell analysis applications, for a total purchase price of \$63 million including the fair value of contingent consideration. During the same year, Thermo Fisher also opened a \$40 million manufacturing facility in Lenexa, Kansas.

GRI Standard	Disclosure	Response/Reference
<b>General disclosures</b>		
	102-12 External initiatives	United Nations Global Compact (UNGC), CDP, Boys & Girls Clubs of America, China Youth Development Foundation, Mobile BioClass, Students 2 Science, Seeding Labs
	102-13 Membership of associations	2020 Political Contributions Report, American Central European Business Association, American Clinical Laboratory Association, BIOCOM, Business Council for International Understanding (BCIU), Business Europe, Business Roundtable, Government Relations Roundtable, Health Industry Distributors Association (HIDA), Mass High Tech Council, MassBioTechnology, Med Tech Europe, Medical Device Manufacturing Association, National Association of Manufacturers (NAM), National Association for Business PAC, Personalized Medicine Coalition, The Business Council, United Medical Research (UMR), US China Business Council, US India Strategic Partnership Inc., Waltham West Suburban Chamber of Commerce Foundation, World Economic Forum
	<b>Strategy</b>	
	102-14 Statement from senior decision-maker	Pg. 3 of this report
	<b>Ethics &amp; integrity</b>	
	102-16 Values, principles, standards, and norms of behavior	<p>Values: pg. 4 of this report.</p> <p>Guiding Principles: Thermo Fisher's policies and procedures reflect careful consideration and several guiding principles throughout our product research, development, manufacturing, and sales processes:</p> <p>We place the highest priority on the safety and efficacy of our products, and we support government agencies in safeguarding health and well-being throughout the world.</p> <p>We recognize that responsible use of biotechnology is consistent with our Mission to enable our customers to make the world healthier, cleaner and safer.</p> <p>We carefully and prudently determine the benefits associated with our technologies while seeking to identify and minimize relevant risks.</p> <p>We operate in a way that is consistent with global best practices and ethical principles, including, but not limited to, our own Company-wide Code of Conduct and Ethics Policy; the appropriate local, national, regional, and international governing bodies; and standards found in, but not limited to:</p> <ul style="list-style-type: none"> <li>Guidelines for Good Laboratory Practices (GLP) and Good Manufacturing Practices (GMP)</li> <li>Declaration of Helsinki International Ethical Guidelines for Biomedical Research Involving Human Subjects</li> <li>Applicable privacy and data protection standards</li> </ul> <p>We promote ethical research, safeguard the integrity of the scientific process, and protect patients' rights while responsibly identifying and addressing issues related to biotechnology research and development.</p> <p>We are sensitive to issues surrounding research with animals and humans and advocate for adherence to ethical standards in the research, development, manufacture and sale of our products.</p> <p>We listen to and consider feedback from the public around biotechnology research and development concerns relative to our products and respond with integrity to ethical priorities. We actively participate in public discussions and professional forums encouraging science-based policies and regulations that serve the public interest in relation to emerging technologies.</p> <p>We contribute to the scientific community by publishing research results and by sharing best practices.</p> <p>Standards and Norms of Behavior: Thermo Fisher's Code of Business Conduct and Ethics outlines the standards and norms of behavior applicable to all colleagues. For more detail, read our Code of Business Conduct and Ethics.</p>



GRI Standard	Disclosure	Response/Reference
<b>General disclosures</b>		
	<b>Governance</b>	
	102-18 Governance structure	Governance structure of the organization: the highest governance body is the Board of Directors. Committees of the Board include the Audit Committee, Compensation Committee, Nominating and Corporate Governance Committee, Strategy and Finance Committee, and Science and Technology Committee. Committees responsible for decision-making on economic, environmental, and social topics: pg. 7 of this report
	<b>Stakeholder engagement</b>	
	102-40 List of stakeholder groups	Communities, Customers, Colleagues, Governments and Investors
	102-41 Collective bargaining agreements	Thermo Fisher respects colleagues' freedom to organize in labor unions and bargain collectively in accordance with applicable law.
	102-42 Identifying and selecting stakeholders	Pg. 10–11 of this report
	102-43 Approach to stakeholder engagement	Pg. 10–11 of this report
	102-44 Key topics and concerns raised	Pg. 10–11 of this report
	<b>Reporting practice</b>	
	102-45 Entities included in the consolidated financial statements	Entities included in the consolidated financial statements of Thermo Fisher Scientific Inc. include the accounts of the Company and its wholly and majority-owned subsidiaries. All material intercompany accounts and transactions have been eliminated. The Company accounts for investments in businesses using the equity method when it has the ability to exercise significant influence but not control (generally between 20% and 50% ownership) and is not the primary beneficiary. For the complete list of the Company's subsidiaries, see Appendix 5, Form 10-K (Exhibit 21).
	102-46 Defining report content and topic boundaries	The content included in this year's report has been informed by the formal materiality assessment that was conducted.
	102-47 List of material topics	Pg. 10–11 of this report
	102-48 Restatements of information	No restatements of information have been made.
	102-49 Changes in reporting	We have conducted a formal materiality assessment and have incorporated the results of the assessment into this report.
	102-50 Reporting period	January 1, 2020–December 31, 2020
	102-51 Date of most recent report	2019
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	responsibility@thermofisher.com
	102-54 Claims of reporting in accordance with the GRI Standards	This report has not been prepared in accordance with the GRI Standards; however, we have used the GRI Standards to inform the development of this report.
	102-55 GRI content index	Pg. 42–45 of this report
	102-56 External assurance	This report has not been assured by an independent third party. Scope 1 and 2 emissions data is third-party assured (limited assurance); however, at the time of publication of this report the assurance process was still ongoing.

### GRI 200 Economic standard series

<b>Innovation</b>	
<b>GRI 103: Management approach 2016</b>	Appendix 4. Material Issue Definitions for an explanation. Management approach: pg. 5 of this report

### GRI 300 Environmental standards series

<b>Energy</b>	
<b>GRI 103: Management approach 2016</b>	We have mapped this topic to our material issue of climate change, see Appendix 4. Material Issue Definitions for an explanation. Management approach: pg. 37 of this report

### Emissions

<b>GRI 103: Management approach 2016</b>	We have mapped this topic to our material issue of climate change, see Appendix 4. Material Issue Definitions for an explanation. Management approach: pg. 37–38 and 47–48 of this report	
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	2020 gross global GHG emissions (metric tons CO <sub>2</sub> e): 199,885
	305-2 Energy indirect (Scope 2) GHG emissions	2020 gross global GHG emissions (metric tons CO <sub>2</sub> e): 310,526
	305-3 Other indirect (Scope 3) GHG emissions	2020 gross global GHG emissions (metric tons CO <sub>2</sub> e): 11,034,540. Scope 3 emissions data are computed from purchased goods and services, capital goods, fuel- and energy-related activities (not including Scope 1 or 2), upstream transportation and distribution, business travel and employee commuting. They are calculated in accordance with GHG protocol Scope 3 calculation guidance.
	305-4 GHG emissions intensity	2020 gross global combined Scope 1 and 2 GHG emissions (metric tons CO <sub>2</sub> e/USD total revenue): 15,902

### GRI 400 Social standards series

#### Training & education

<b>GRI 103: Management approach 2016</b>	We have mapped this topic to our material issue of talent management: see Appendix 4. Material Issue Definitions for an explanation. Management approach: pg. 25–27 of this report	
<b>GRI 404: Training &amp; education 2016</b>	404-2 Programs for upgrading colleague skills and transition assistance programs	Pg. 25–27 of this report

#### Diversity & equal opportunity

<b>GRI 103: Management approach 2016</b>	We have mapped this topic to our material issue of diversity & inclusion, see Appendix 4. Material Issue Definitions for an explanation. Management approach: pg. 20–25 of this report	
<b>GRI 405: Diversity &amp; equal opportunity 2016</b>	405-1 Diversity of governance bodies and colleagues	Pg. 20–22 of this report
	405-2 Ratio of basic salary and remuneration of women to men	Gender pay gap is disclosed only for United Kingdom and France. Details provided in UK Gender Pay Gap Report 2020 and France Gender Pay Gap Report 2020.

#### Local communities

<b>GRI 103: Management approach 2016</b>	We have mapped this topic to our material issue of community development: see Appendix 4. Material Issue Definitions for an explanation. Management approach: pg. 28–35 of this report	
<b>GRI 413: Local communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Pg. 29, 32–33 of this report

#### Customer health and safety

<b>GRI 103: Management approach 2016</b>	We have mapped this topic to our material issue of product safety & quality: see Appendix 4. Material Issue Definitions for an explanation. Management approach: pg. 16 of this report	
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## Appendix 2 – SASB Index: Medical equipment & supplies

This index references SASB standard indicators and where they may align with other publicly available information. We are in the process of implementing measurement systems to enable us to report on additional SASB accounting metrics in the coming years.

Topic	Accounting metric	Response/Reference
<b>Product design &amp; life cycle management</b>	HC-MS-410a.1 Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	<a href="#">Environment, Health &amp; Safety</a> (Hazard identification and risk management) <a href="#">Sustainable Product Design</a>
	HC-MS-410a.2 Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	<a href="#">Product End of Life</a>
<b>Supply chain management</b>	HC-MS-430a.2 Description of efforts to maintain traceability within the distribution chain	<a href="#">Global Supply Chain</a> (Responsible sourcing and modern slavery act)
	HC-MS-430a.3 Description of the management of risks associated with the use of critical materials	<a href="#">Resilient Supply</a> See Appendix 5, 2020 Form 10-K pg. 11 (Resources) and pg. 18–19 (Operational Risks)
<b>Business ethics</b>	HC-MS-510a.2 Description of code of ethics governing interactions with healthcare professionals	<p><b>Thermo Fisher Healthcare Code of Conduct:</b> Thermo Fisher’s Healthcare Code of Conduct incorporates the compliance standards of the AdvaMed Code of Ethics on Interactions with Healthcare Professionals and the MedTech Europe Code of Ethical Business Practice, and, as such, addresses various situations between the company and healthcare professionals or healthcare practitioners (collectively HCPs), including, but not limited to, consulting arrangements, research activities, free-of-charge demos and samples, gifting, meals, grants and donations. The Healthcare Code of Conduct also includes addenda that address additional global and local requirements.</p> <p><b>Sunshine Law Policy:</b> In response to certain sections of the U.S. Affordable Care Act, commonly called the Sunshine Law or Open Payments, that went into effect on August 1, 2013, Thermo Fisher implemented a Federal Sunshine Law Policy. The policy requires tracking and reporting to the federal government of certain payments of value made to HCPs or teaching hospitals. We are committed to ensuring that we adhere to the highest legal, ethical and industry standards when we sell our healthcare-related products into the healthcare field. The Federal Sunshine Law requires that Applicable Manufacturers of a covered drug, device, biological or medical supply for which payment is available under Medicare, Medicaid or the Children’s Health Insurance Program must report direct or indirect payments or other transfers of value to certain HCPs (or to others on their behalf) and teaching hospitals. Any such payments made by an Applicable Manufacturing business must be tracked and reported each year to the Centers for Medicare and Medicaid, which will upload the information to a publicly available website.</p> <p><b>Thermo Fisher Transparency Worldwide:</b> Around the world, there are sometimes additional requirements to those noted above for tracking and reporting interactions with HCPs and healthcare organizations. Thermo Fisher is committed to operational integrity everywhere we conduct business, which includes complying with all applicable laws and regulations at the local level.</p>

## Appendix 3 – TCFD Index

This index references the TCFD Framework disclosures and where they may align with other publicly available information.

Topic	Recommended disclosure	Response
<b>Governance</b>	Describe the board’s oversight of climate-related risks and opportunities.	The Nominating and Corporate Governance Committee (the Committee) of the Board of Directors oversees the Company’s corporate responsibility and sustainability efforts and associated risks. The Committee periodically reviews and reports to the Board of Directors on Thermo Fisher’s corporate responsibility and sustainability initiatives and progress, including the impact of environmental and social issues on the Company.
	Describe management’s role in assessing and managing risks and opportunities.	A robust risk assessment process represents a continuous cycle to ensure risks are systematically evaluated and managed. The ERM framework is owned by the Company leadership team and periodically reviewed through normal operating processes. Since 2019, the ERM framework has taken the following approach: Identify, Assess, Control, Monitor, Improve, Report.
<b>Strategy</b>	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	<p>Risk types considered in the organization’s climate-related risk assessments include current regulation, emerging regulation, technology, legal, market risk, reputation risk, acute physical risk, and chronic physical risk.</p> <p>Short-term risks and impacts identified: acute physical, increased severity and frequency of extreme weather events contributing increased capital expenditures; chronic physical, changes in precipitation patterns and extreme variability in weather patterns contributing to increased insurance claims liability.</p> <p>Medium-term risks and impacts identified: acute physical, heat waves contributing to increased indirect (operating) costs; market, increased cost of raw materials contributing to increased direct costs.</p> <p>Short-term opportunities and impacts identified: resource efficiency, use of more efficient production and distribution processes contributing to increased revenues resulting from increase production capacity.</p> <p>Medium-term opportunities and impacts identified: energy source, use of lower-emission sources of energy contributing to increased revenues resulting from increased demand for products and services; energy source, use of lower-emission sources of energy contributing to reduced indirect (operating) costs.</p> <p>Long-term opportunities and impacts identified: products and services, development of new products and services through R&amp;D and innovation contributing to increased revenues resulting from increased demand for products and services.</p> <p>Climate-related risks and opportunities have influenced the Company’s strategy and financial planning. In response, the Company has developed a low-carbon transition plan with climate change being integrated into the Company’s short-term and long-term business strategies. Short-term strategies focus on product-related issues, regulatory risks and opportunities, and weather-related risks. Long-term strategies are related to the Company’s CSR program, which is tasked with ensuring business sustainability.</p> <p>Climate change risks and opportunities have influenced the Company’s strategy from a product and services, supply chain/value chain and operations perspective, and they have influenced the Company’s financial planning from a direct costs, capital expenditures and capital allocation perspective.</p>



Topic	Recommended disclosure	Response
<b>Strategy, continued</b>	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	In order to align on the accepted science on the detrimental effects of climate change, in 2019 Thermo Fisher approved a new GHG reduction target of 30% by the year 2030. This target calibrates Thermo Fisher's goal with the United Nations Paris Climate Agreement, which aims to limit worldwide average temperatures to below a 2°C increase in order to avoid the worst effects of global warming. Both of the Company's short-term and long-term strategies are linked to the Company's emission reduction target. The new target also aligns with the pillars of the Company's overall strategy which are (1) continuously developing high-impact, innovative products and (2) delivering a unique value proposition to our customers.
<b>Risk management</b>	Describe the organization's processes for identifying and assessing climate-related risks.	A robust risk assessment process represents a continuous cycle to ensure risks are systematically evaluated and managed. The Company's ERM framework takes the following approach: Identify, Assess, Control, Monitor, Improve, Report.
	Describe the organization's processes for managing climate-related risks.	A robust risk assessment process represents a continuous cycle to ensure risks are systematically evaluated and managed. The Company's ERM framework takes the following approach: Identify, Assess, Control, Monitor, Improve, Report.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	A robust risk assessment process represents a continuous cycle to ensure risks are systematically evaluated and managed. The Company's ERM framework takes the following approach: Identify, Assess, Control, Monitor, Improve, Report.
<b>Metrics &amp; targets</b>	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	The Company actively monitors its Scope 1, 2 and 3 GHG emissions as well as emissions savings/emissions avoided associated with emission reduction initiatives.
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2020 gross global GHG emissions (metric tons CO <sub>2</sub> e): Scope 1 (199,885), Scope 2 (310,526), Scope 3 (11,034,540) with Scope 3 computed from purchased goods and services, capital goods, fuel- and energy-related activities (not including Scope 1 or 2), upstream transportation and distribution, business travel and employee commuting.
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	The Company has a set a GHG reduction target of 30% to be achieved by the year 2030 (against a 2018 baseline).

## Appendix 4 - Material issue definitions

The table below presents how we define our priority, material issues.

In this report and other communications and statements, when we use the terms "material," "materiality" and similar terms, we are using such terms to refer to topics that reflect Thermo Fisher's significant economic, environmental and social impacts or to topics that are important to stakeholders and our business success. We are not using these terms as they have been defined by or construed in accordance with the securities laws or any other laws of the US or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting, and nothing in this report or other sustainability reports, communications and statements should be construed to indicate otherwise.

<b>Operations</b>	
<b>Product safety and quality</b>	Ensuring that products are safe for consumers and manufactured in a way that meets appropriate quality and safety assurance standards and applicable regulations.
<b>Colleagues</b>	
<b>Diversity and inclusion</b>	Efforts to ensure Company workforce reflects the diversity (in gender, age, etc.) in the countries of operation.
<b>Talent management</b>	Providing opportunities to promote professional growth and learning among new and existing colleagues, matching colleague skills with the needs of the business and allowing for promotion within the Company and/or advancement externally in order to remain an employer of choice and retain key talent.
<b>Communities</b>	
<b>Community development</b>	Programs aimed at building long-lasting local relationships and at improving economic and social circumstances at the local level in territories where the Company is operating / sourcing materials.
<b>Environment</b>	
<b>Climate change</b>	Reducing emissions that contribute to the greenhouse effect and other harmful environmental impacts. Improving energy efficiency and use of renewable energy sources in own operations and supply chain. Efforts to develop strategies to mitigate climate change across the Company's value chain.

## Appendix 5 – Additional resources

For further information on Thermo Fisher’s sustainability efforts, please see our [CSR website](#) and the following resources.

<p><b>Corporate policies</b></p> <ul style="list-style-type: none"><li><a href="#">Political Contributions Policy</a></li><li><a href="#">2020 Political Contributions Report</a></li><li><a href="#">Corporate Bylaws</a></li><li><a href="#">Corporate Governance Guidelines</a></li><li><a href="#">Code of Business Conduct and Ethics</a></li><li><a href="#">UK Tax Policy</a></li><li><a href="#">Supplier Code of Conduct</a></li><li><a href="#">Global Equal Employment Opportunity and Human Rights Policy</a></li><li><a href="#">Conflict Minerals Statement</a></li><li><a href="#">Modern Slavery Act Statement</a></li><li><a href="#">Environmental, Health and Safety Policy</a></li><li><a href="#">Quality Policy</a></li></ul>	<p><b>Corporate reports</b></p> <ul style="list-style-type: none"><li><a href="#">2020 Annual Report</a></li><li><a href="#">2020 Form 10-K</a></li><li><a href="#">2021 Proxy Statement</a></li><li><a href="#">2020 UK Gender Pay Gap Report</a></li><li><a href="#">2020 France Gender Pay Gap Report</a></li></ul>
<p><b>COVID-19</b></p> <ul style="list-style-type: none"><li><a href="#">COVID-19 Resource Hub</a></li></ul>	<p><b>Environmental impact</b></p> <ul style="list-style-type: none"><li><a href="#">CDP Climate Change Questionnaire</a></li><li><a href="#">CDP Water Security Questionnaire</a></li></ul>

 Find out more at [thermofisher.com/csr](https://thermofisher.com/csr)





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