



Sustainability Report

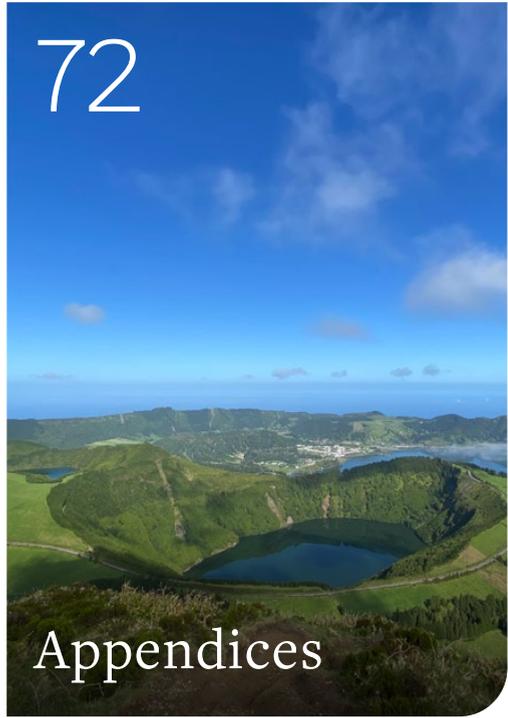
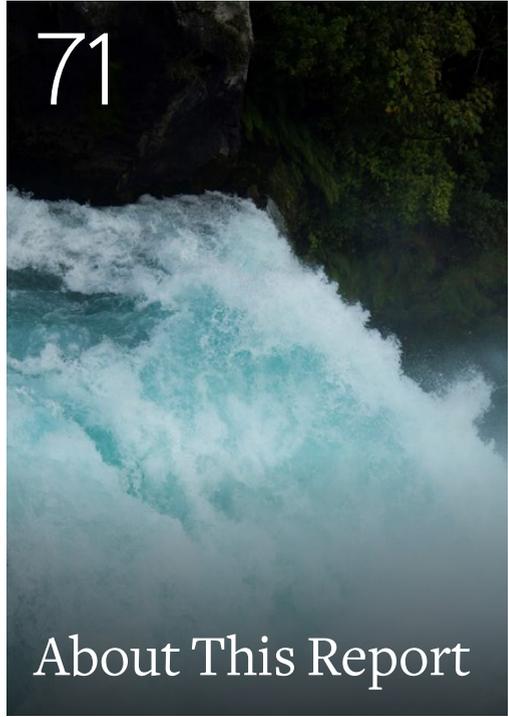
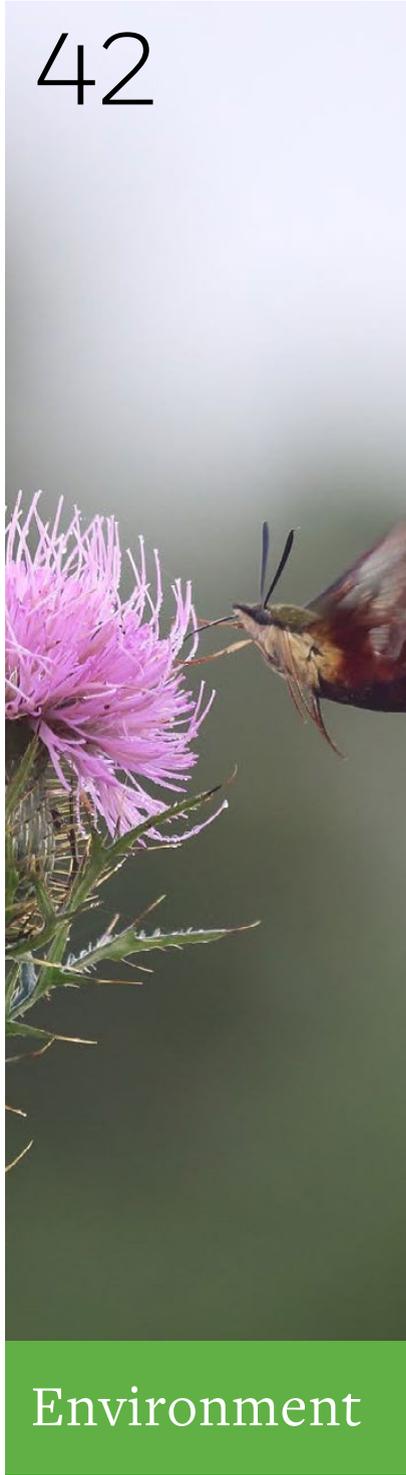
2022





All of the photographs featured throughout this report were taken by our associates, or feature Danaher associates in action. We are proud to share these incredible images from around the world, demonstrating what “sustainability” means to our team, and we hope you enjoy them as much as we do.

Cover photo:
Hot Air Balloons in Pamukkale, Turkey by Carla Dipasquale, Molecular Devices associate





From Our CEO

Rainer Blair

At Danaher, we view sustainability as a fundamental responsibility and a strategic priority that touches every aspect of our business.

With this in mind, our sustainability strategy is to help generations of our stakeholders *Realize Life's Potential* by

- **Innovating products that improve lives and our planet,**
- **Building the best team,** and
- **Protecting our environment.**

Thanks to the driving force of the Danaher Business System (DBS), we have made notable progress across each

of these three strategic pillars, and I'm pleased to share the details with you in our 2022 Sustainability Report.

This year's report conveys the depth and scope of our commitment to sustainability and details a number of important milestones we have achieved over the past year, including the evolution of our sustainability strategy, the introduction of several new life-changing technologies, an expanded commitment to diversity and inclusion (D+I), and ambitious new greenhouse gas (GHG) reduction targets.

Innovating Products That Improve Lives and Our Planet

One of our Core Values, *Innovation Defines Our Future*, drives us to boldly pursue new technologies and solutions that make a meaningful difference around the globe. Research and development (R&D) are essential for addressing our customers' most complex challenges, and in 2021 we hired approximately 4,000 new R&D associates and invested \$1.7 billion in R&D—a nearly 30% increase year-over-year—fueling breakthrough innovation across many scientific disciplines and end-market applications. We are also building out our science & technology ecosystem across the organization to better anticipate and serve our customers' complex, ever-evolving needs. Over the past year we recruited several globally recognized physician scientists to serve as chief science and/or technology officers across Danaher. This platform-level network will leverage their deep customer, technical and market expertise to strategically guide R&D programs, collaborations and proprietary opportunities in pursuit of transformative scientific advancements and breakthrough customer solutions.

Danaher's Life Sciences companies joined the Bespoke Gene Therapy Consortium (BGTC) in May 2022 to help expedite the development of breakthrough gene therapies for rare disorders, and **IDT's** award-winning rhAmpSeq™ CRISPR Analysis System speeds up the lifesaving genome editing research that powers the future of medicine. In Diagnostics, **Leica Biosystems'** new BOND-PRIME Advanced Staining platform facilitates a fully automated and adaptable pathology lab workflow that delivers clear stains for definitive cancer diagnoses faster than ever before. And in Environmental & Applied Solutions, **Esiko's** Cape Pack package design software helps customers optimize the number of boxes per pallet and truckload, reducing

storage and transportation needs and ultimately their environmental footprint. These are just a few examples that illustrate the world-shaping impact of Danaher innovation—we're proud to share many more in the pages that follow.

Building the Best Team

At Danaher, our people are the lifeblood of our culture and our competitive advantage, as expressed in our Core Value *The Best Team Wins*. We know that the best team is a diverse and engaged one, and we are deeply committed to continued progress on our D+I journey. Earlier this year, we adopted the Danaher DEI Policy which details our commitment to diversity and inclusion at all levels of the organization. At Danaher we believe that "what is measured is what moves," and we track a number of associate metrics and demographics to measure the effectiveness of our D+I program and progress toward our representation goals. In 2021, over 40% of our nearly 20,000 global new hires were women and nearly 75% of our U.S. new hires were diverse (women and/or people of color), and we maintained pay equity across the board in the U.S. while expanding the scope of this analysis to include short-term incentive compensation as well as base pay.

We strive not only to increase the diverse representation of our team, but also to create an environment where associates have a strong sense of belonging and can achieve professional and personal fulfillment. The vibrancy of our inclusive culture is reflected in our growing roster of community-building Associate Resource Groups, whose membership more than tripled in 2021. Our annual Associate Engagement Survey also demonstrates our progress on this front, and in 2021 we delivered another strong result in the Survey's Inclusion Index for the third year in a row.

UNITED NATIONS GLOBAL COMPACT
STATEMENT OF CONTINUED SUPPORT BY OUR PRESIDENT AND CEO

“I am pleased to reaffirm Danaher’s support of the Ten Principles of the UN Global Compact. We are committed to aligning our strategy, culture and operations with the initiative’s principles in the areas of human rights, labor, environment and anti-corruption. This report serves as our UN Global Compact Communication of Progress and we are proud to continue supporting this important endeavor.”

Rainer M. Blair
President and Chief Executive Officer

Protecting Our Environment

As global stewards of the environment, we recognize an increasingly urgent need to take swift action to address climate change. To that end, we are announcing a new 2032 goal to reduce our Scope 1 and 2 GHG emissions by 50.4% (on an absolute basis) compared to 2021 levels, which aligns to the prevailing climate science goal of limiting global warming to 1.5 degrees Celsius above pre-industrial levels. Our new goal builds upon our more than 29% reduction in Scope 1 and 2 GHG emissions (normalized to revenue) from 2019 to 2021, which substantially exceeded our original five-year reduction target of 15%. We expect that our powerful suite of DBS tools and processes, including the DBS Energy Management Toolkit, will be key drivers of future GHG reductions.

Our commitment to continuous improvement compels us to take meaningful actions that benefit the greater good, and DBS continues to be a uniquely powerful system for supporting our environmental ambitions. We are leveraging the power of DBS to develop and pilot a Water Stewardship Toolkit, which will help our facilities around the world identify, prioritize and implement measures to optimize water use. And we’re proud to support our customers in their sustainability endeavors—in the pages that follow, we share several examples of how our innovative technologies are also helping customers reduce their environmental impact.

In Closing

Every day across Danaher, we work to positively impact the world around us in meaningful ways. And we feel a strong sense of responsibility to exceed the expectations of our stakeholders across the many facets of sustainability. Within this challenge we see tremendous opportunity to help our associates, customers, and shareholders *Realize Life’s Potential*. We know that when we bring together the scope and scale of our innovations, the passion and dedication of our teams, and our deeply ingrained commitment to continuous improvement, the potential for long-term positive impact is limitless.

Thank you for your partnership as we build a sustainable future together.

Rainer M. Blair
President and Chief Executive Officer

We are announcing a new 2032 target to reduce our Scope 1 & 2 GHG emissions by **50.4%**

Danaher at a Glance

This section provides a brief introduction to Danaher—our history, how we work, and our businesses.

Clear and Quiet in Yantai, China by Li Qing, Leica Microsystems associate

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2021 Highlights

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

80,000

ASSOCIATES

20+

OPERATING COMPANIES

DANAHER 2021 REVENUE **\$29.5** BILLION

LIFE SCIENCES

\$15.0 BILLION

DIAGNOSTICS

\$9.8 BILLION

**ENVIRONMENTAL &
APPLIED SOLUTIONS**

\$4.7 BILLION

East Peak, Mount Tamalpais, California by Jesse Wang, Cepheid associate

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

Our Story

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

Danaher was established in 1984 as a group of discrete, manufacturing businesses. It soon became one of the first companies in North America to adopt *kaizen*, the Japanese business philosophy of continuous improvement. The practice led to the development of the Danaher Business System (DBS) and continues to guide our culture, at the heart of Danaher’s five Core Values.

Starting in the mid-1990s, Danaher organized its businesses around strategic platforms with sustainable competitive advantages in sizeable global markets. Over the next decade Danaher established leadership positions in the sectors that define it today, beginning with water quality in 1998 and followed by product identification (2001), diagnostics (2004) and life sciences (2005).

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

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

The root “Dana” is an ancient Celtic word meaning “swift flowing.”

How We Work

Our Shared Purpose

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

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

Rainer M. Blair
President and Chief Executive Officer

Our Core Values

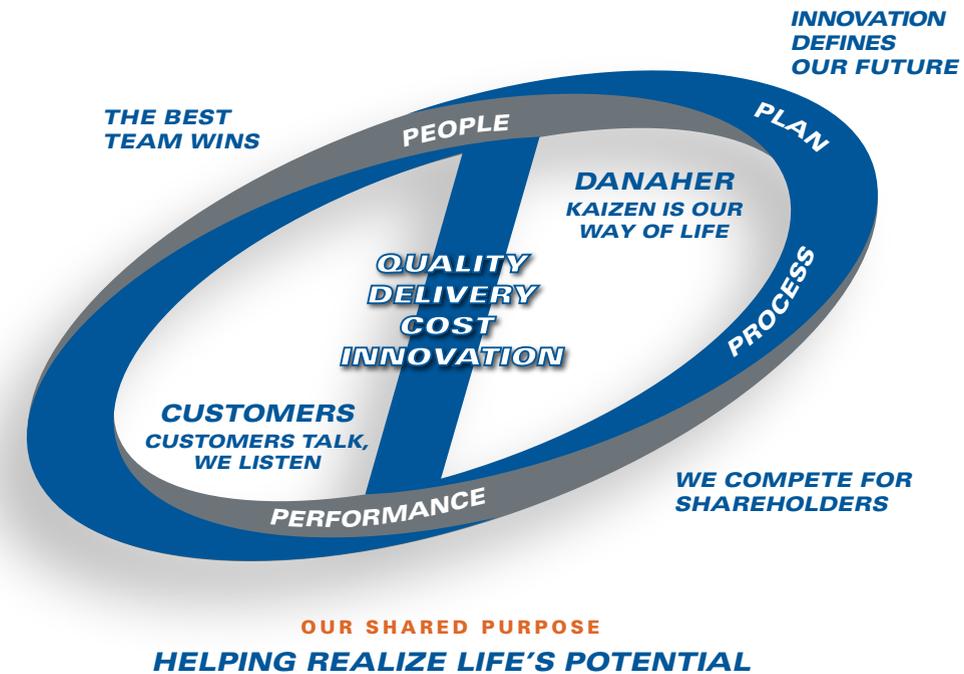
From supporting our customers and creating tomorrow’s breakthrough innovations to developing diverse teams and delivering long-term shareholder value, our Core Values guide us in our pursuit to make each day better than the last:



The Danaher Business System

The Danaher Business System (DBS) has been the foundation of our performance and culture since our company’s earliest days. The world—and our portfolio of businesses—has changed meaningfully since then, and we continuously evolve our DBS tools and processes to best serve all our stakeholders.

Inspired by our Core Values and guided by our Shared Purpose, DBS drives a continuous cycle of innovation and improvement. It helps us navigate our toughest challenges, deliver innovative products and solutions, grow our businesses and develop the very best teams. DBS is our competitively advantaged system of continuous improvement and the culture that makes it work.



DBS is our competitively advantaged system of continuous improvement and the culture that makes it work.



Our Businesses

Our Businesses

Life Sciences



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

2021 REVENUE **\$15.0** BILLION



● North America: 36% ● Western Europe: 27% ● High-Growth Markets: 31% ● Other Developed Markets: 6%



Making leading-edge scientific research possible.

Our Businesses

Diagnostics

Our Diagnostics businesses provide clinical instrumentation, consumables and software to help healthcare professionals safeguard patient health and improve diagnostic confidence wherever health care happens, from clinics and physicians' offices to leading trauma, cancer and critical care centers. Our diagnostics solutions help inform treatment decisions for millions of patients every day while automating and streamlining laboratory workflows, so healthcare professionals can provide better patient care.

2021 REVENUE **\$9.8** BILLION

● North America: 44% ● Western Europe: 19% ● High-Growth Markets: 32% ● Other Developed Markets: 5%

Our diagnostics solutions help inform treatment decisions for millions of patients every day.



Our Businesses

Environmental & Applied Solutions

Protecting the world's most precious resources.

Fishing in a Stream in Beijing, China by Youdong Wang, Pall associate

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

WATER QUALITY

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

PRODUCT IDENTIFICATION

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

2021 REVENUE \$4.7 BILLION

● North America: 44% ● Western Europe: 23% ● High-Growth Markets: 30% ● Other Developed Markets: 3%



Sustainability at Danaher

We drive sustainability improvements through people, process, technology and, above all, through DBS.

Sustainability Mission Statement

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

What is sustainability?

For us, sustainability means a commitment to considering the long-term interests of our associates, customers, shareholders, business partners, communities and planet in everything we do.

Why do we practice it?

We are committed to helping generations of stakeholders *Realize Life's Potential*. When we bring together our innovative portfolio, the dedication of our passionate people and our deeply ingrained commitment to continuous improvement, our potential to create a better world is limitless.

How do we achieve it?

We drive sustainability improvements through people, process, technology and, above all, through DBS.

Where do we make an impact?

We drive and sustain improvements throughout our areas of sustainability impact, including with our customers (through our products, services and solutions) and in our commercial organization, supply chain, operations, workplace, communities and environment.

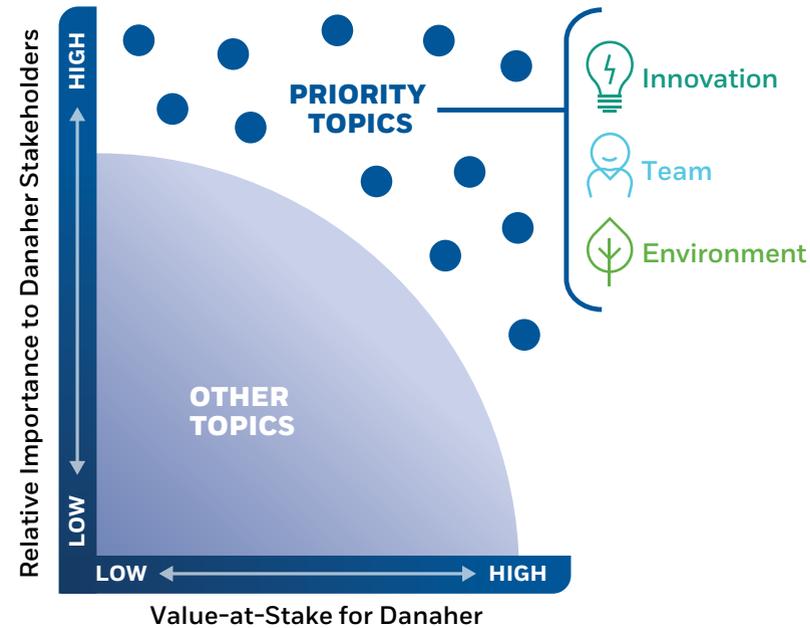
Our Sustainability Strategy

Sustainability Prioritization Assessment

Our sustainability strategy is informed by and grounded in the feedback we continually solicit from our stakeholders, including our regular sustainability prioritization assessments. We are committed to periodically refreshing our prioritization assessment and in 2022, with the assistance of a third-party consulting firm, we completed an updated assessment of the priority sustainability topics for our business. Using the topics covered by the Value Reporting Foundation's materiality map as our starting point, we ranked each topic according to its relative importance to our stakeholders based on the following:

- Surveys of approximately 300 Danaher associates across all of our major businesses and geographies
- Approximately 125 interviews and surveys with internal and external stakeholders including investors, customers, regulators and third-party rating firms
- Extensive benchmarking of the sustainability strategies and programs of our peer companies
- Insights from a social-listening tool that uses artificial intelligence to monitor and analyze data across traditional and social media to identify the sustainability topics with greatest impact to Danaher

We prioritized each topic based on the intersection of relative stakeholder importance, and value-at-stake for Danaher, yielding the following priority topics:



For us, sustainability means a commitment to considering the long-term interests of our associates, customers, shareholders, business partners, communities and our planet in everything we do.



Our Sustainability Strategy and Pillars

Informed by these priority topics, in 2022 we updated our sustainability strategy and pillars, which align with our Shared Purpose and Core Values as well as key UN Sustainable Development Goals (UN SDGs) under the United Nations 2030 Agenda for Sustainable Development:



Sustainability Oversight

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

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

Danaher’s Sustainability Committee develops and oversees the execution of our sustainability strategy. The committee is comprised of representatives from each of our business platforms, and the corporate human resources (HR), environment, health and safety, D+I, DBS, procurement, investor relations, finance and legal functions.

Stakeholder Engagement Program

Our Sustainability Mission Statement states: “For us, sustainability means a commitment to considering the long-term interests of our associates, customers, shareholders, business partners, communities and our planet in everything we do.”

Stakeholder engagement, which refers to how we interact with those who influence and are influenced by our business activities, helps us understand our stakeholders’ long-term interests and understand how our activities impact individuals, communities and the planet. Danaher is committed to engaging with a variety of stakeholders to understand their expectations of Danaher and how our activities affect them—including with respect to environmental issues.

Our comprehensive stakeholder engagement program is inspired by the principles of continuous improvement and includes the following activities:

Engaging with a broad range of stakeholder groups:

In a global business such as Danaher’s, with sales, operations and customers in dozens of countries, our impact is broad. We therefore engage with a range of different stakeholders through our periodic prioritization assessments and in other contexts. For example, during 2021, in addition to our traditional investor relations outreach efforts, we directly engaged with shareholders representing over 25% of our outstanding common shares on a range of sustainability topics. Our investor relations efforts have been recognized with numerous awards over the years, including those noted to the right.

Utilizing stakeholder engagement feedback:

Our stakeholder engagement efforts produce valuable information and insights that we share with the Danaher Sustainability Committee and the Nominating and Governance Committee of Danaher’s Board of Directors, to help identify potential risks and opportunities and inform business decisions. We provide updates relating to stakeholder engagement, where relevant, in our annual proxy statement and our annual sustainability report.

Ongoing engagement with industry groups and associations:

As part of our inclusive approach, Danaher participates in industry groups and associations that help drive sustainability practices within our company and across our industries. We identify a number of those industry groups and associations throughout this report.

Incorporating feedback to improve our reporting:

To help ensure our sustainability disclosures meet stakeholder needs, we also periodically engage with external consultants and sustainability reporting specialists and solicit suggestions for improvements. At the start of each reporting cycle, we review feedback from our stakeholders and these advisors and adjust our disclosure where appropriate.

Investor Relations at Danaher

RECENT RECOGNITION FOR DANAHER’S INVESTOR RELATIONS TEAM



IR MAGAZINE AWARDS

- Best Corporate Governance (U.S.): 2014, 2015, 2018, 2021
- Best Investor Relations Program in Healthcare (U.S.): 2016, 2017, 2018, 2019, 2022
- Best Investor Relations Program in Healthcare (Global): 2018, 2019
- Best Overall Investor Relations Program (U.S.): 2018
- Best Investor Relations Officer (U.S.): 2021, 2022



INSTITUTIONAL INVESTOR AWARDS

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

- Best Investor Relations Program: 2020, 2022
- Best CEO: 2020, 2022
- Best CFO: 2017, 2020, 2022
- Best Investor Relations Professional: 2017, 2020, 2022
- Best Investor Relations Team: 2020, 2022
- Best in Corporate Governance: 2020
- Best Crisis Management (COVID-19): 2022
- Best ESG/SRI Metrics: 2020, 2022
- Best Analyst Days: 2020, 2022

* Prior to 2018 Danaher was classified in the Electrical Equipment & Multi-Industry sector



Innovating Products That Improve Lives and Our Planet

Star Trails Above Lassen Peak, California by Yvonne Chan, Cepheid associate

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The Innovation Engine is a holistic program encompassing tools that facilitate innovation, process, strategy, organization, talent and culture.

Innovation Defines Our Future

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

At Danaher, innovation doesn't happen by accident. It is the product of the DBS Innovation Engine, part of a larger suite of integrated, function-specific DBS management programs and tools. The Innovation Engine is a rigorous, holistic management program encompassing tools that facilitate innovation, process, strategy, organization, talent and culture.

A Danaher Executive Vice President is the executive sponsor with management-level responsibility for the Innovation Engine, which includes the following key elements:

- A **strategic framework** for innovation and a process to identify and quantify how innovation will support Danaher's strategic and financial goals
- An **innovation model** for categorizing innovation types and identifying the market dynamics, leadership style and intellectual property (IP) attributes that best fit each one, and used by our operating companies to identify high-value innovation in the context of their particular businesses and served markets
- **Tools** that prioritize the identification of high-value customer problems and support the development of products, services and technologies to solve them

- A **continuous improvement methodology** to assess how effectively each Innovation Engine component is applied and measure the overall effect on growth

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

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

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

Life Sciences

Our understanding of and ability to harness biology is accelerating. We are applying science and technology at scale to discover, develop and deliver new biologic drugs, therapies, vaccines and tests more rapidly and more efficiently—changing healthcare as we know it. And we are applying learnings from centuries of innovation and the transformative methods of industrialization to speed up and scale up the production of high-quality biological products to improve the lives of billions of people.

Today, our Life Sciences operating companies are engineering continuous biologic production processes, automating workflows at the lab bench, and creating “smart” plasmid DNA factories. We are deploying modern tools of digitization, automation, and connectivity against the task of industrializing biology. The following examples highlight how our businesses’ innovative technologies are accelerating this scientific revolution and redefining “industrialization.”

Scaling Quality to Support Every Level of Drug Development

The scientific community requires biological ingredients like plasmids, mRNA, and proteins in different amounts and different quality grades depending on the stage of drug development. **Aldevron** provides scientists with these inputs at the precise quality level required for each stage, enabling scientists to more easily transfer technology from the bench (research grade) to preparing for production scale up and early phase clinical trials (GMP-Source[®] grade) to commercial production scale (clinical grade), with no need to change materials suppliers. This consistency can help improve confidence that bench-scale experimental results can be translated to clinical production.

“More Science Than Art”

Lipid nanoparticles (LNPs) enable the delivery of some of the most advanced DNA-based therapies—including mRNA vaccines—and creating them used to be a complicated, time-consuming, and labor-intensive process that resembled art more than science. The chemistry was challenging and required years of training and practice, as well as improvisation. Consequently, batches of LNPs were inconsistent, making it difficult to produce material suitable for human therapeutic applications. **Precision Nanosystems’** revolutionary kit uses scalable microfluidic mixing technologies and unique lipid delivery reagents to produce significantly more stable, reproducible, consistent LNP formulations. The standardization facilitates reproduction of reliable results during drug discovery and accelerates process development and scale up for clinical application.



IDT's rhAmpSeq CRISPR Analysis System

Supporting the Future of Gene Editing Research

The future of medicine is in gene editing, but doing so correctly can sometimes produce additional, unintended changes to the genome called “off-target effects.” **Integrated DNA Technologies’** (IDT) award-winning rhAmpSeq[™] CRISPR Analysis System accelerates genome editing research and provides a mechanism to assess on- and off-target editing. Its user-friendly interface allows scientists to create workflows that can support CRISPR gene editing project completion in less than a week, and without specialized hardware or bioinformatics knowledge—making this critical analysis faster and more accessible to more scientists.

Scaling Up Synthetic Biology with Automation

Engineering proteins, synthesizing DNA and cloning molecules require several manual steps that are done at a micro level—creating opportunities for inconsistency and error. **Molecular Devices** is automating iterative tasks in synthetic biology with the QPix[®], a specialized robot that selects and isolates colonies of pure, single-strain microbes to mass produce them. Unlike error-prone colony picking done by hand, QPix users can objectively select high-performing colonies and generate consistent and traceable data for large numbers of samples in a fraction of the time a manual effort would take.



Beckman Coulter Life Sciences' CytoFLEX SRT Benchtop Cell Sorter



Leica Microsystems' Imaging Microhub, Mica

Powering High-Tech Cell Sorting

Cell sorting is an important laboratory process that separates cell types in a sample based on physical or biological properties. Cell sorters are used for a wide range of sample analyses and users often have minimal training, so the sorter must be versatile and easy to use. With that in mind, **Beckman Coulter Life Sciences** launched the award-winning CytoFLEX SRT Benchtop Cell Sorter which automates setup and simplifies operation while supporting a wide range of cell sorting needs depending on the scope of research and size of the lab. This innovative technology enables scientists to focus on their research and spend less time on instrument setup and operation.

Bringing New Treatments to Market Faster

IDBS recently acquired Skyland Analytics, adding Skyland's PIMS manufacturing data management software capabilities to its BioPharma Lifecycle Management (BPLM) platform. Scientists use the BPLM platform to efficiently integrate process data and knowledge generated from early development through commercial manufacturing. The combination of PIMS with the BPLM platform creates the first end-to-end data management solution covering the entire biopharmaceutical therapy development process—advancing IDBS' mission to reduce the time, cost, and risk of bringing new therapies to market.

Accelerating Microscopy Workflows

Leica Microsystems recently launched the world's first Microhub, Mica—an integrated digital imaging platform that enables scientists to focus more on their research and spend less time on their microscopy setup and workflow. Mica unifies technologies and processes across the imaging workflow in one easy-to-use, automated system—helping scientists move faster from sample to discovery. Mica eliminates over 60% of process steps, requires half the training time to operate, and produces the first image over 30% faster than conventional microscopy workflows.



Our businesses' innovative technologies are accelerating this scientific revolution and redefining “industrialization.”

Diagnostics

Our Diagnostics businesses provide a broad range of leading solutions that help healthcare systems and clinicians meet the needs of acutely and chronically ill patients. Our goal is to become the global leader in connected diagnostics—transforming insights into answers and delivering high quality and accurate diagnostic confidence for a spectrum of critical health conditions. Faster and more accurate diagnoses improve patient outcomes through earlier interventions and shortened hospital stays, while also driving efficiencies and conserving precious healthcare resources. The following examples highlight some of our most impactful diagnostic technologies and solutions.

Driving Efficiencies in Cardiac Testing

Each year, nearly 20 million patients in North America and Europe show up to emergency departments with symptoms suggestive of acute coronary syndrome (ACS)—but only 10% end up being diagnosed with a myocardial injury. The other 18 million patients often receive extensive and unnecessary cardiac workups at a cost of over \$4 billion annually. **Beckman Coulter Diagnostics** is addressing this health care inefficiency with its High Sensitivity Troponin I assay (Access hsTnI) and AMI Clinical Decision Support software solution, which quickly and accurately identifies patients with ACS or otherwise at risk for a major adverse cardiovascular event. Beckman's solution supports faster intervention for patients with suspected ACS, and more effectively rules out low risk patients, reducing unnecessary testing and shortening aggregate emergency department wait-times by up to 36 million hours each year.

Setting the Standard for Molecular Diagnostics Innovation

Since 2019 **Cepheid** has doubled its installed base of molecular diagnostic testing systems and today there are more than 40,000 Cepheid GeneXpert and Infinity systems in over 180 countries. With a menu of over 35 tests spanning many disease states, Cepheid's *Lab in a Cartridge™* technology provides simplified, on-demand access to lab-quality results everywhere—from major city hospitals to local clinics and remote villages. Cepheid's strong track record of innovation has focused on bringing more of this life-changing molecular testing closer to patients to drive better outcomes and standards of care. The team continued this important work with the recent global launch of several new women's health and respiratory tests, including the Xpert Xpress CoV-2/Flu/RSV *plus* which returns results in as little as 25 minutes.



Beckman Coulter Diagnostics associate Charmaine Radway

Advancing Cancer Diagnostics and Improving Lives

Each year nearly 20 million people around the world receive a devastating cancer diagnosis, a complex process that involves multiple health specialties including lab and pathology professionals, often requiring several weeks for a definitive diagnosis. This delay is extremely stressful for patients, and clinicians typically cannot start treatment without an accurate diagnosis. **Leica Biosystems** is focused on developing novel technologies that accelerate and connect the disparate elements of the cancer diagnostics workflow to produce high-quality patient results within 24 hours ("Vision24"). Leica Biosystem's new fully automated advanced staining platform, BOND-PRIME, facilitates an adaptable pathology lab workflow and delivers the crisp, clear stains needed for definitive diagnosis in just 90 minutes on average.

Improving Acute Care Diagnostics

Every day, half a million blood samples are analyzed around the world using **Radiometer's** testing solutions. Radiometer's technology provides health care professionals with the real-time, critical information they need in acute care diagnostics. The ABL90 FLEX PLUS blood gas analyzer delivers blood gas results across 19 parameters, including oxygen and carbon dioxide levels and kidney function, in just 35 seconds. These results enable clinicians to accurately diagnose patients and move to effective, life-saving treatments faster.



Improving Access to Healthcare in Developing Markets

Anemia is a global health problem affecting over 40% of all preschool-aged children and 40% of pregnant women worldwide. **HemoCue** is dedicated to addressing this health priority with its lab-accurate hemoglobin point-of-care testing. The ability to detect anemia on the spot enables clinicians to provide immediate corrective treatment to improve the health of young children, mothers and babies. Despite the impact of the COVID-19 pandemic, in 2021 HemoCue placed more than 8,000 hemoglobin testing systems and shipped more than 23 million tests across at-risk communities in Africa, India and Latin America.

With its powerful GeneXpert system, **Cepheid** can respond to new health care needs and threats as they arise. As under-treated and under-diagnosed diseases such as tuberculosis (TB), HIV, and Ebola resurge globally, the GeneXpert enables clinicians to run the exact test needed at the right time. Today 30% of the approximately 10 million active TB cases globally go undiagnosed, and 1.5 million people lose their lives to TB each year. As the global community grapples with the worldwide re-emergence of TB and increasing number of drug-resistant strains, the need for fast and accurate TB diagnosis with the detection of drug resistance is greater than ever. Cepheid's Xpert MTB/RIF and Xpert MTB/RIF Ultra tests have revolutionized the management of TB infections by providing a faster and more accurate diagnosis that detects both TB and resistance to the commonly used antibiotic rifampicin. Following the World Health Organization's (WHO) endorsement in 2010 and through partnerships in the

world's most TB-challenged geographies, Cepheid's Global Access program has placed thousands of GeneXpert systems and delivered millions of Xpert test cartridges to communities in need. Cepheid continues to enhance this program with life-saving innovations that deliver greater access to molecular diagnostic testing everywhere.

Transforming the Future of Breast Cancer Diagnostics

Breast biopsy site markers are placed to identify the area where breast tissue was removed, to guide follow-up imaging and procedures. Most site markers are exceedingly difficult to locate with confidence—akin to “finding a needle in a haystack.” To address this problem, **Mammotome** developed HydroMARK, a premium category of breast tissue markers that enable clinicians to visualize the marker more easily under MRIs, ultrasound and x-ray imaging. Over two million patients have had a HydroMARK tissue marker implanted at biopsy, providing faster and more comfortable follow-up imaging and treatment.

A mother and her child awaiting anemia testing with HemoCue's point-of-care hemoglobin system

Environmental & Applied Solutions

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

Marking and Coding to Ensure Safety

Our broad portfolio of marking, coding and printing solutions across **Videojet**, **Laetus** and **FOBA** print on over 10 billion products daily around the world, helping customers ensure product quality, integrity, and regulatory compliance.

9 out of 10 packaged goods worldwide are touched by Danaher's Product Identification businesses.

The world's leading providers of pharmaceuticals and early-life nutrition use **Videojet** and **Laetus** technology to uniquely mark and track individual packages of medications and baby food and formula, helping ensure authenticity and protection against counterfeits of these highly sensitive products. Approximately two-thirds of the global baby food supply is supported by Videojet and Laetus products.

9 OUT OF 10
PACKAGED GOODS
worldwide are touched
by Danaher's Product
Identification businesses

Inspiring Change with Color

For World Water Day, **Pantone** teamed up with *charity: water* on a water crisis campaign to raise awareness about the global lack of access to clean and safe drinking water. The campaign boldly stated, "The world is full of stunning colors, but they're only beautiful if you don't have to drink them" and shows the murky colored water that over 750 million people are forced to drink every day—using color to increase awareness of an important global issue.

Promoting Inclusion Through Color

In 2021, **Pantone** expanded the Skintone Guide, a comprehensive visual reference of human skin tones that can be used for a variety of applications including cosmetics and prosthetics, to accurately depict and celebrate diverse skin tones of the world. Pantone developed the SkinTone Guide by scientifically measuring thousands of actual skin tones across the full spectrum of human skin types.

Managing the World's Water Data

Aquatic Informatics' real-time data management and analytics platform, Aquarius, enables water operators to make better decisions at any time and from any location. Since 2005, the U.S. Geological Survey (USGS) has relied on Aquarius to efficiently manage water data from more than 22,000 stream gauging, groundwater, water quality and precipitation sites. By leveraging the platform's more than 58 billion historical data points and robust analytical capabilities, the USGS has increased data consistency, comparability and reliability to help agencies and scientists around the world reduce operating expenditures, protect infrastructure investments and preserve the health of ecosystems and communities.

THIS #WORLDWATERDAY,

We've teamed up with @charitywater to challenge the way we see color and show our support for the 771 million people who lack basic access to clean and safe drinking water.



CHARITY: WATER X PANTONE





Simplifying Wastewater Detection of COVID-19

The Water Environment Federation (WEF), in collaboration with the U.S. Centers for Disease Control and Prevention (CDC), named **Cepheid** and **Hach's** collaboration as the PCR category winner of the 2022 Rapid Wastewater SARS-CoV-2 Testing Challenge. The challenge sought to identify simple, point-of-use, analytical methods for quantifying SARS-CoV-2 in wastewater within hours of sample collection, even in remote locations without easy access to off-site laboratories.

Cepheid and Hach's solution uses the Cepheid GeneXpert technology to fully automate the extraction and measurement of SARS-CoV-2 in wastewater in a self-contained cartridge. Each analysis only takes 2 minutes of hands-on time, and no lab experience is necessary to perform the test.

Addressing Pressing Public Health and Infrastructure Needs

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

Trojan's systems treat over **70** BILLION gallons of drinking water and wastewater every day

Building the Best Team



Fly Me to the Moon, Loveland Colorado by Kevin Le Fevre, Hach associate

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A key element of Danaher’s strategy is to provide innovative solutions that solve our customers’ most complex challenges, and our people are our most important strategic resource.



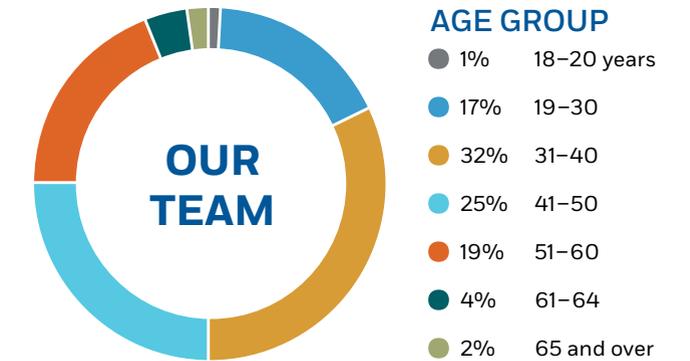
The Best Team Wins

Our people are our most important strategic resource in the pursuit of innovative solutions to solve our customers’ most complex challenges. We know that diverse and inclusive teams create real innovation breakthroughs because they provide room for big ideas and encourage all voices to be heard, which leads to better solutions and outcomes that effectively serve our global customer base.

We strive to not only increase the diversity representation of our team, but also to create an environment where associates can bring their authentic selves to work, have a strong sense of belonging, and realize their personal and professional potential to the fullest. We are committed to reflecting these objectives in our actions, our values and the language we use every day in interactions with our associates, customers, and communities around the world. Driven by our culture of continuous improvement, we are creating a richly diverse company where good ideas thrive and there are many pathways to success.

Our strategy for building the best team addresses culture, recruitment, development, engagement, retention and diversity and inclusion. For more detail on our People strategy, please see pages 9-11 of our Annual Report on Form 10-K for the year ending December 31, 2021.

For each of the topical areas highlighted in this section, Danaher’s Senior Vice President of Human Resources is the executive with management-level responsibility and reports to the full Board on these topics at least annually.



80,000 ASSOCIATES
 WHO SPEAK MORE THAN
20 LANGUAGES
 LOCATED IN **67** COUNTRIES
 WITH AN AVERAGE TENURE
 OF **7** YEARS OF SERVICE

Talent Recruitment

Attracting high-performing, diverse talent is a key strategic priority for all our businesses globally. In 2021 alone, we hired nearly 20,000 new associates. 43% of our global new hires in 2021 were women and 74% of U.S. new hires were diverse (women and/or people of color). We have invested in comprehensive talent acquisition capabilities across all levels of recruitment including robust branding, labor market analytics, advanced sourcing, leading technology and streamlined processes. Our employer brand campaign, *Wonder What's Within*, invites potential candidates to learn more about Danaher and its operating companies through real associate stories, sharing what it's like to work within our organization and what it takes to succeed here.



North America	10,200
Western Europe	3,800
High Growth Markets	5,400
Other Developed Markets	400
Total	19,800

2021 DIVERSE TALENT HIRING

43% OF GLOBAL NEW HIRES WERE WOMEN

74% OF U.S. NEW HIRES WERE DIVERSE

2021 HIRING FOR GROWTH

20% OF NEW HIRES WERE R&D ASSOCIATES

15% OF NEW HIRES WERE SALES & MARKETING ASSOCIATES

WONDER WHAT'S WITHIN



“One of the things I really like about HemoCue is that I’m not the only person thinking about my career growth—everyone is! It feels like my development is important to the company as a whole, and people are always looking out for what my next step might be.”

Angelina Arulraj
HemoCue



“If you show you’re willing to work and you’re willing to learn, Pall will keep helping you develop. If the right person gets in and shows interest in a subject—be it people management or fixing machines—the team at Pall will train you as soon as you get in the door.”

Ben Datson
Pall



Biotechnology Group Executive Emmanuel Ligner with Cytiva associates at our Fast Trak center in Incheon, South Korea

University Recruitment

Another key element of our talent recruitment strategy focuses on partnering with universities and organizations across the globe to offer internships and leadership development programs in science, technology, engineering and math (STEM), operations, general management and human resources. Some of our Danaher internship partners include Penn State University, University of Florida, University of Virginia and Darden School of Business, Dartmouth and Tuck Business School, University of Illinois and University of California Irvine. Many of our operating companies also have their own work-study programs and often partner with educational institutions to cultivate a passion for STEM disciplines.

Diverse Talent Attraction

An important component of our overall talent acquisition strategy is our focus on attracting underrepresented talent. A key element of this program involves establishing and fostering partnerships with diverse professional organizations, some of which are represented to the left.

Another important element of our attraction efforts is the work carried out by our D+I talent acquisition subject matter experts. This cross-platform team informs, educates, trains and supports the talent acquisition community and critical stakeholders in their diversity sourcing, screening, interviewing and hiring efforts. They also encourage and inspire our leaders and associates to become active talent scouts and ambassadors in the external marketplace.



“I joined Danaher for the culture, the team and the growth opportunities. I stay because I can bring my whole self to work, and I genuinely feel that my company and team cares about me.”

Emily Egelhoff joined Danaher less than a year ago as a university and MBA recruiter



Associate Engagement

Our Associates' Voices Matter

Associate engagement is a foundational priority for Danaher. Effective engagement drives higher performance at every level of the organization and helps us develop the best people leaders and foster the best workplace for our associates. We assess the effectiveness of our efforts primarily through our annual Associate Engagement Survey and our voluntary turnover rate. Our 2021 engagement score was 78%, with 92% of our associates globally taking part in the 2021 Engagement Survey. Our people leaders' direct supervisor effectiveness score of 83% represents a 1-point increase over 2020.

Wellness

The COVID-19 pandemic reinforced our focus on associates' wellbeing, and throughout 2021 we continued to expand the scope and range of Danaher's health and wellness benefits to provide strong financial and wellbeing support for our associates.

STRENGTHENING FINANCIAL WELLBEING

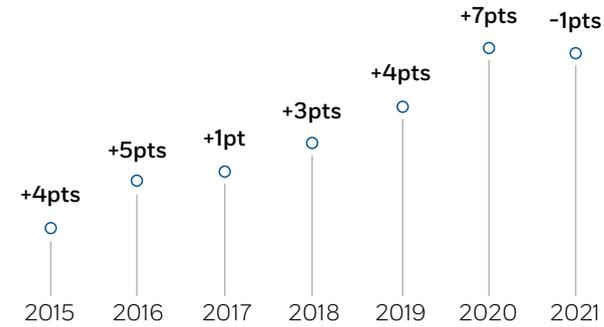
In partnership with Fidelity, we launched a global financial wellbeing microsite aimed at providing high-level, culturally-relevant financial wellbeing educational information to all Danaher associates outside of the U.S.

REDUCING STIGMA AROUND MENTAL HEALTH

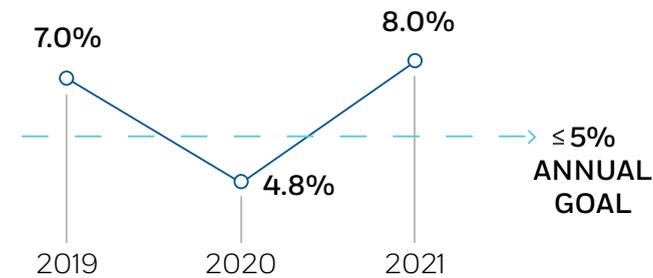
In recognition of World Mental Health Day, we held our second annual Global Anti-Stigma Campaign, featuring training facilitated by Danaher leaders and third-party experts. We developed guidance for managers to lead conversations about emotional wellbeing, as well as videos to share with associates showing that mental health impacts everyone.

NEW VIRTUAL HEALTHCARE OPTIONS

In the U.S. we launched SWORD, a virtual physical therapy solution designed to help overcome back, joint or muscle pain from home. We also launched 2nd.MD in the U.S., a virtual medical expert second opinion service, offering guidance from medical experts to confirm or enhance current diagnoses and treatment plans.



ANNUAL ENGAGEMENT INDEX IMPROVEMENT



ANNUAL VOLUNTARY TURNOVER

Family-Friendly Benefits and Parental Leave

Danaher's paid parental leave policy offers new parents in the U.S. and U.S. expatriates eight weeks of 100% paid leave within the first year of a child's birth, adoption or foster care placement. In 2021, we updated our adoption policy to include surrogacy reimbursement support up to \$10,000—the same amount provided for adoptions. In 2020, Danaher added Maven Clinic to its list of family-friendly benefits for associates in the U.S., Canada and Puerto Rico. Maven Clinic offers around-the-clock support for every step of parenthood—from fertility treatments and adoption to parental leave and return to work, breast milk shipping and mental health support.

Support Throughout the COVID-19 Pandemic

Since the beginning of the COVID-19 pandemic, we have included questions in our annual Associate Engagement Survey to gauge how our associates feel about Danaher's efforts to support them during the pandemic. In 2021, 87% of our associates said that they believe that "associate wellbeing and safety is the priority of my operating company at this phase of the COVID-19 pandemic," and 91% of our associates said that they "feel supported by their direct supervisor in adapting to changes due to the COVID-19 pandemic."

ADAPTING TO CHANGES DURING TO THE COVID-19 PANDEMIC

87% OF ASSOCIATES BELIEVED WELLBEING AND SAFETY WAS THEIR OPCO'S PRIORITY

91% OF ASSOCIATES FELT SUPPORTED BY THEIR DIRECT SUPERVISOR

Danaher Scholarship Program

The Danaher Scholarship Program helps reduce the financial burden of higher education costs for Danaher families. In 2021, we helped fund the academic pursuits of 77 of our associates' children at colleges and universities around the globe. The recipients were selected based on academic record, demonstrated leadership, participation in school and community activities, honors, work experience and a statement of goals and aspirations. Since its inception in 2004, the Danaher Scholarship Program has awarded more than \$3.5 million in scholarships to support the development, growth and potential of our next generation.

Diversity + Inclusion

Diversity and inclusion (D+I) are key dimensions of our overall engagement strategy. Our D+I transformation began several years ago, and by 2020 we had the organizational structure and rigor in place to establish 2025 diversity goals for gender representation globally and people of color (POC) representation in the U.S. These goals hold us accountable to drive progress toward full representation at every level of our organization.

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

2025 GOALS

40%

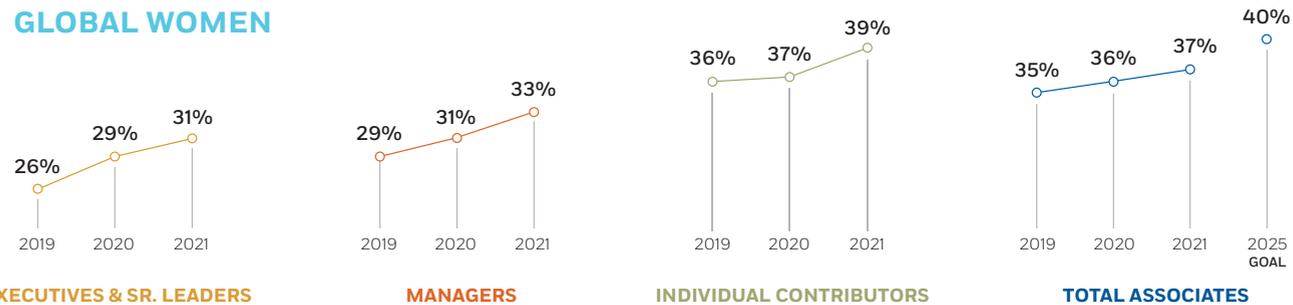
GLOBAL WOMEN

38%

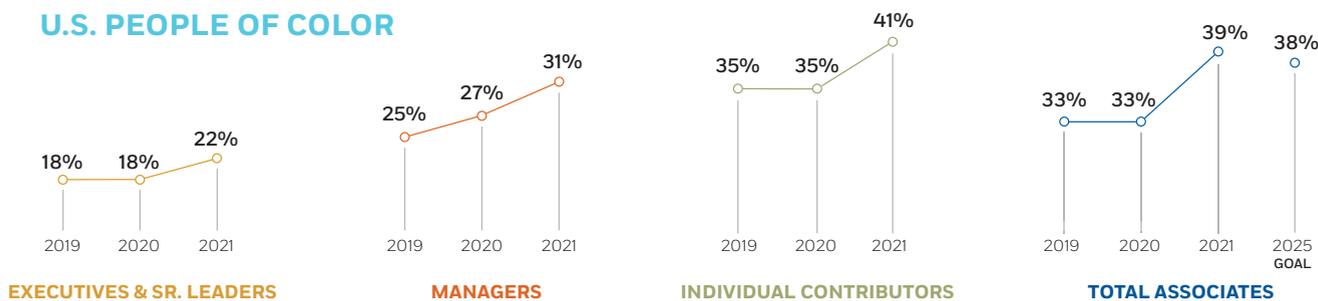
PEOPLE OF COLOR IN THE U.S.

Diversity Goals & Progress

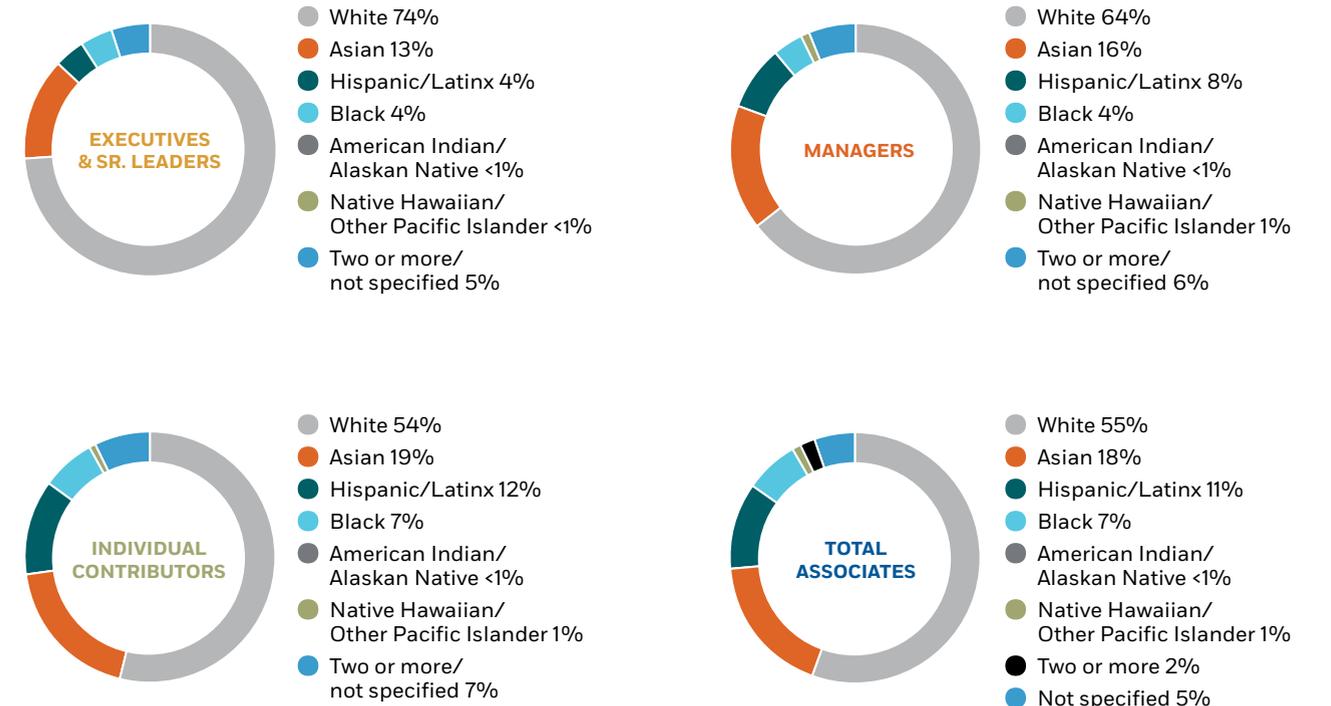
GLOBAL WOMEN



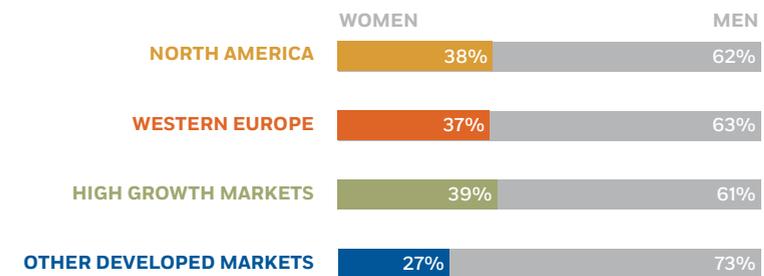
U.S. PEOPLE OF COLOR



2021 U.S. ASSOCIATES



REGIONAL WOMEN 2021



Form EEO-1

Our most recently filed U.S. Federal Employer Information Report (Form EEO-1) Employment Data is available for download [here](#). However, we believe the data as presented in this report is the most meaningful measure of our diversity profile and performance.

D+I Commitment

In 2022, we codified our commitment to diversity and inclusion by adopting the DEI Policy. The policy articulates the details of our commitment at the enterprise, operating company, people leader and individual contributor levels.

ENTERPRISE ACCOUNTABILITY

Danaher's Office of Diversity + Inclusion is led by our Vice President of Global Diversity + Inclusion, who is responsible for the execution of Danaher's D+I strategy and reports to Danaher's Senior Vice President of Human Resources. Both leaders serve on the Danaher Diversity + Inclusion Council along with executives who lead our businesses. The D+I Council reports to our President and CEO and is responsible for:

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

In addition, Danaher's President and CEO is a signatory to the CEO Action for Diversity + Inclusion™ pledge (CEO Action), setting a clear tone at the top regarding D+I's critical importance to Danaher. That message is carried through our internal communications and policies as well.

OPERATING COMPANY ACCOUNTABILITY

While we have made tremendous progress across our D+I efforts over the last few years, we feel a sense of urgency to accelerate our work on this front. Across Danaher, when we reach for bold objectives we care deeply about, we turn to a DBS tool called Policy Deployment (PD). Starting in 2021, each of our operating companies added an annual PD initiative focused on D+I. PD helps our operating companies determine their critical few improvement priorities and achieve strategic breakthroughs through the implementation of new, sustainable processes. PD's rigorous "plan-do-check-adjust" approach is helping us increase the pace and traction of our diversity representation, engagement and inclusion goals, as evidenced by the metrics shown on the previous page.

Leadership Commitment to D+I

As we continue to mature and evolve in our D+I journey across Danaher, we are particularly focused on people leader accountability. In 2022, for the third year in a row, Danaher is requiring each people leader to have a D+I-related personal performance or development objective as part of our annual review process, Performance for Growth (P4G). Ensuring our leaders understand the importance of D+I, model an inclusive culture through their own behaviors and cultivate opportunities for their teams to learn and engage is critical in advancing our D+I goals.

Day of Understanding

Our annual Day of Understanding (DoU) is an important tool that our people leaders use to engage their teams in meaningful discussions around D+I topics. DoU is an

event created by CEO Action to stimulate opportunities for addressing potential bias in the workplace and fostering a culture of inclusion and understanding. Nearly 93% of our people leaders hosted sessions with their teams in 2021, focusing on one of two topics: *Micro-Behaviors & Bias* and *Examining Identities and Intersectionality*. Our 2022 DoU will focus on *Persons with Disabilities*.

Pay Equity

Our DEI Policy articulates our commitment to pay equity (including gender and racial/ethnic group pay equity) and ensuring that pay decisions are based on merit. We proactively monitor, measure and review our pay practices and take actions toward achieving and maintaining pay equity.

In 2020, we achieved base pay equity for women and for racial and ethnic minorities in the U.S. based on an analysis of weighted median base pay. In 2021, we expanded this analysis in the U.S. to include both base pay and short-term incentive compensation (STI), and our results continue to demonstrate pay equity. The weighted median base pay and STI for women in the U.S. is 100% of the weighted median base pay and STI of men within operating companies in the same job. Black, Asian and Latinx associates in the U.S. have a weighted median base pay and STI that is at least 100% of the weighted median base pay and STI of white associates within operating companies in the same job.

Outside the U.S., we conduct pay gap reporting by operating company in the countries where this is required, and we have voluntarily performed detailed pay fairness analyses in ten of our most populous countries—covering more than 75% of our global headcount. We intend to include additional countries in our 2022 pay fairness work to reach 95% of our global headcount and continue to strive toward achieving pay equity in each country where we do business.

Recent Recognition

We are grateful for the recognition we have received for our D+I achievements and progress so far. For the twelfth year in a row, in 2022 the Human Rights Campaign Corporate Equality Index named Danaher one of the Best Places to Work for LGBTQ+ Equality, and each year since 2014 we have received a perfect score of 100.



Associate Resource Groups

We expect everyone at Danaher to support a culture that respects and appreciates individuality, and our Associate Resource Groups (ARGs) are one of our most powerful tools for promoting inclusion. Danaher ARGs are voluntary, associate-led groups for our underrepresented associates that promote a diverse, inclusive workplace aligned with our mission, values, goals and business practices. ARGs offer tailored education for each group’s associates, friends and allies; a safe and supportive space to connect with others; and mentoring and coaching programs that help underrepresented talent build connections with a broader group of Danaher leaders and outside professionals.

Each of our ARGs is also open to members of the “+Friends” community, recognizing the importance of broader support for each underrepresented group. At Danaher, we define a “Friend” as one who “actively supports and defends the rights, interests and wellbeing of another person or group.”

Support for our ARGs and their members is a priority for our President and CEO and his executive team. To reinforce their commitment to ARG members’ career development and sense of security within Danaher, our executive leaders serve as ARG sponsors, prioritize opportunities to speak with our ARGs and actively participate in their events.

Danaher ARGs & Their Missions



WOMEN + FRIENDS

To establish an inclusive culture, in which women believe they can be their authentic selves.



BLACK + FRIENDS

To cultivate an environment in which Black associates can BE, GROW & LEAD.



LGBTQ + FRIENDS

To create and cultivate an environment where the LGBTQ community can belong as their authentic selves and realize their potential.



LATINX + FRIENDS

To unite and elevate the Latinx community at Danaher by capitalizing on our passions and realizing our aspirations.



ASIAN DESCENT + FRIENDS

To promote an environment where Asian Descent associates can fulfill their professional aspirations and be valued for who they are.



Gudi Padwa Celebration in India by Richa Agrawal, Videojet associate

ARG MEMBERSHIP	2021 VS. 2020
Asian Descent + Friends	+130%
Black + Friends	+130%
Latinx + Friends	+170%
LGBTQ + Friends	+50%
Women + Friends U.S. & Canada	+110%
Women + Friends Europe	New in 2021
Women + Friends China	New in 2021

Danaher ARGs are voluntary, associate-led groups for our underrepresented associates that promote a diverse, inclusive workplace aligned with our mission, values, goals and business practices.



Our Associate Resource Groups are one of our most powerful tools for promoting inclusion.

Chinelos Dance, Mexico City by Sergio Rangel, Beckman Coulter Life Sciences associate



BLACK + FRIENDS

In February 2022, the Black + Friends ARG celebrated Black History Month with the theme *For the Culture*, kicking off the month with a dynamic keynote speaker who challenged associates to get curious and build play into their workday. The ARG also hosted two virtual cooking classes that featured culinary dishes from across the African diaspora. And there was a virtual DJ that offered a fellowship opportunity for associates while listening to Black artists.

WOMEN + FRIENDS

In March 2022, our Women + Friends ARGs from across the globe recognized International Women’s Day and reinforced Danaher’s commitment to #BreakingtheBias. The U.S. & Canada ARG held a fireside chat featuring two Danaher women leaders sharing inspirational stories of navigating their careers to break down bias and barriers.

LGBTQ + FRIENDS

The LGBTQ + Friends ARG hosted their first in-person summit in Washington, DC in June 2022, where over 100 associates and leaders came together to “Dare2B” their authentic selves. At the conclusion of this energizing event, Danaher associates and their friends and family marched together in the DC Pride Parade.

ASIAN DESCENT + FRIENDS

Asian Descent + Friends ARG celebrated the Lunar New Year with two virtual celebrations. The highly interactive events featured a virtual quiz, a real-time demonstration of crafting Chinese paper cuts, and touching stories about associates’ family festival celebration traditions.

LATINX + FRIENDS

Earlier this year, the Latinx + Friends ARG hosted two programs to celebrate the diverse Latinx culture and support associates on their career development journey. The first program was a dynamic discussion of the history of Latinos in the U.S. The second program was a training event to help members of the Latinx ARG build DBS competency and improve personal productivity.

Learning & Development

Our approach to talent development is informed by DBS and framed by the 70-20-10 model: 70% of development occurs on the job, 20% through coaching and mentoring, and 10% through formal training and learning experiences.

Our goal is to get the right development experience to the right associate at the right time, whether associates are recent college graduates or seasoned leaders. We offer a rich mix of formal programming spanning a robust curriculum of courses, supported by enterprise-wide best-practice sharing opportunities. One of our most impactful talent development programs is our DBS Certified Practitioner model. Certified Practitioners are associates who undergo a rigorous training and certification process in a particular discipline of DBS, qualifying them to train, counsel and mentor others. We have almost 2,000 Certified Practitioners across Danaher.

DBS Certification

DBS tool and course competency designations for associates:



Our pivot to virtual programming during the COVID-19 pandemic expanded the reach of several key courses to people leaders across the globe. We also support our associates in their pursuit of continuing education outside of Danaher, with most of our operating companies offering tuition reimbursement and educational assistance programs.



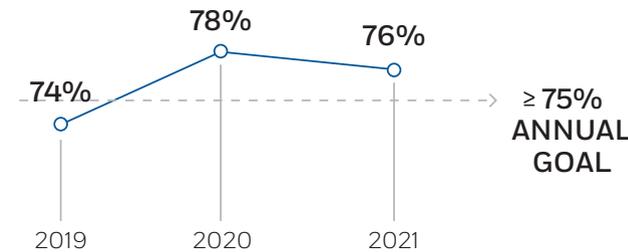
Colorful Nature's Wonders in Peru by Merydawilda Ortiz, Pall associate

Career Growth

Danaher Go
Powered by Workday

New jobs are among the many opportunities created by Danaher's successful financial performance. On average, there are typically more than 2,000 job openings across the company. *Danaher Go* is our internal mobility program that supports our commitment to hiring and growing careers from within. Our internal policy reinforces this commitment by encouraging associates to pursue intra-Danaher career moves and ensuring they receive the support to do so from their manager and senior leadership. To ensure our recruitment team has visibility to the career backgrounds and aspirations of our associates, we regularly encourage our associates to complete and update their Career Profile in our Workday HR information system.

EXECUTIVES & SENIOR LEADER INTERNAL FILL RATE



2021 Learning at Danaher by the Numbers*

- 156,000**
Total courses completed
- 135,000**
Digital courses completed
- 21,000**
Instructor-led courses completed
- 41,000**
Unique users in Workday Learning
- 3.8**
Average number of courses completed by associate
- 85**
New digital courses added to the Workday Learning catalog
- 16**
Languages our digital courses are provided in

*Excludes Annual Training Program and blended courses (instructor led with on-demand components).

Motivating and Rewarding Performance

Performance for Growth (P4G)



Performance for Growth (P4G) is our annual performance management program. P4G guides associates and their managers in setting clear personal performance and development

objectives aligned to our strategic priorities and assessing associate performance against these goals. This required annual process helps our people leaders establish an effective plan for their associates, accurately assess associate performance, provide actionable and ongoing feedback and recognize and reward exceptional work. The P4G annual reviews are structured around performance assessments against formal, annual objectives as well as our four Core Behaviors, which we introduced in 2021. The P4G performance appraisal rating system determines each associate's salary merit increase for the following year (and bonus payout for bonus-eligible associates).

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

Compensation

We are committed to offering associates competitive compensation that accounts for geography, industry, experience and performance. Danaher and its operating companies' compensation programs and practices are designed to attract associates, motivate and reward performance, drive growth and support retention. Compensation at Danaher typically includes base wages and some form of variable bonus or incentive opportunity. More than 90% of our associates participate in our bonus or incentive programs. In addition, certain associates receive long-term incentive compensation in the form of Danaher equity awards.



Our Executive Compensation Program is designed to reward executive officers who achieve annual business goals, build long-term shareholder value and maintain long-term careers with Danaher. Our program's emphasis on long-term equity awards—tied closely to shareholder returns and subject to significant vesting and holding periods—has been fundamental in attracting skilled executives, encouraging them to build long-term careers with Danaher, and motivating them to achieve sustainable operating and financial performance through a range of economic cycles. We provide our shareholders an opportunity to cast an annual advisory vote with respect to the compensation of our Named Executive Officers, as disclosed in our annual proxy statement (the “say on pay” proposal). At Danaher’s annual meeting of shareholders in May 2022, approximately 94% of the votes cast were in favor of the “say on pay” proposal.

Collective Bargaining

Of Danaher’s U.S. associates, approximately 400 were hourly-rated, unionized associates at the end of 2021. Outside the U.S., the company has government-mandated collective bargaining arrangements and union contracts in certain countries, particularly in Europe where many associates are represented by unions and/or Works Councils. As set forth in Danaher’s Sustainability Policy, our businesses are required to respect each associate’s legal rights to make an informed decision, free of coercion, about membership in associations and/or labor unions, and are required to bargain in good faith with these associations and labor unions.

97%

OF ASSOCIATES RECEIVED A PERFORMANCE REVIEW IN 2021

In Our Communities

Danaher's Community Impact Strategy

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

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

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

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



Cytiva associates planting native trees at the Tauranga, New Zealand site

Our associates are the engine driving Danaher's community engagement around the world. Their diverse backgrounds and experiences offer limitless ideas for continuous improvement and how we focus our resources to build communities and people. We celebrate and fuel this passion in a number of ways.

GIFT MATCHING

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

Note: As of 2022, these three programs are currently available to full- and part-time associates in the U.S. and Canada only.

VOLUNTEERISM

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

DOLLARS FOR DOERS

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

Read our complete Community Impact Statement here.



Investing in Future Careers in Science & Medicine

In 2021, Cytiva started a multi-year partnership with the Biomedical Science Careers Program (BSCP), a non-profit organization working to increase the representation of minorities and disadvantaged individuals in science and medicine. BSCP partners with organizations and businesses like Cytiva to provide mentorship opportunities for academically outstanding students. To date, Cytiva has supported 2,000 students' participation in the program free of charge and invested in academic scholarships. Cytiva is working to expand its partnership with BSCP with the goal of supporting 10,000 students annually.

“At Cytiva, we want to move from discussion to action to impact. BSCP has impacted thousands of lives and countless individuals are now pursuing biomedical careers thanks to BSCP’s mentorship, development and support. We’re excited to contribute our experience, expertise and resources.”

Ryan Walker, Sustainability Program Manager
at Cytiva

BSCP interns and Cytiva Vice President Emmanuel Abate volunteering at the Community Harvest Project, which targets hunger relief in the Grafton, MA community.

Mentorship in Action

City Year UK is an education and youth social action charity that challenges 18- to 25-year-olds to tackle educational inequality through a year of full-time voluntary service. As mentors, tutors and role models in schools, participants support 1,500 at-risk youth in disadvantaged communities in London, Birmingham and Greater Manchester.

This work has a remarkable “double benefit.”

Participants become integral to the school day, supporting young people in their academic and social emotional learning, both in and out of the classroom. At the same time, the City Year experience empowers this diverse group of young leaders to Realize Life’s Potential through a program of training, coaching and career development opportunities.

Danaher’s London-based operating companies partner with City Year UK throughout the year to help develop the employability skills of around 150 young people. Our associates work with these emerging leaders on their professional skills through one-on-one mentoring and career exploration, guest speakers, mock interviews and visits to Danaher operating company sites.

Samit Langar of Cytiva and his student mentee, Manisha, who attends one of City Year’s London schools, met monthly to help Manisha plan and set goals for what’s next in her career. Here they both share their experiences working together as part of City Year UK.



“Samit helped me look at life with a different perspective. In our first meeting he asked me, ‘When it comes to your career, what is your heart telling you and your head telling you?’ I couldn’t answer.

He helped me find a balance with working in a creative industry—which has been a passion of mine—and focusing on my strengths and where I can continue to grow as a person. Having Samit as my mentor made me more confident and the knowledge he imparted will always stay with me.”

Manisha, London-based student and Danaher mentee

“I had the pleasure of being a mentor in City Year’s Bridge Builder program this year and I really enjoyed the experience of coaching Manisha. We focused on building her resume and professional networking profiles, and how to convey her experience and passions with confidence and maturity.

It was fulfilling to give advice to a ‘young me’ and I thank City Year for creating such a platform.”

Samit Langar, Cytiva associate and City Year UK mentor



Building the Next Generation of STEAM Leaders

The Henry Ford Invention Convention is the largest kindergarten-through-12th grade invention education program in the U.S., with an annual competition that features more than 147,000 student inventions from across the country. In 2022, Danaher scientists and engineers served as judges, applying their scientific expertise to review student submissions.

Danaher was the presenting sponsor of the Convention’s Health and Medical Award, which recognizes a notable student who successfully addresses a health and medical technology problem that could one day save lives. The 2022 winner and scholarship recipient was Dylan, a fifth grader from Redondo Beach, CA, for the *Tasty IV Flush*, a flavored pellet that makes saline solution taste better, creating a more positive patient experience. Patients undergoing continuous IV treatments need to have their IV line flushed with a saline solution, which can be tasted by the patient. Dylan’s mom had recently undergone cancer treatment, and a friend had been treated for hemophilia. Their shared negative experience tasting “salty metal” during saline flush inspired him to develop better, custom options.

As Dylan told the judges, “Research supports a lot of people have this problem, and it impacts how they react to treatment. I tried different flavors mixed with a saline solution and surveyed my family and friends to see which flavors they liked best. The idea is that a patient could pick a flavor from all the options, and it would taste like they had a candy in their mouth during treatment and they would have a better experience.”

Human Rights

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

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

- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- International Labor Organization's (ILO's) Declaration on Fundamental Principles and Rights at Work
- ILO Convention Concerning Discrimination in Respect of Employment and Occupation

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

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

We recognize that human rights due diligence is a continuous process. We seek to use policies, training, processes and monitoring systems that advance this commitment across all areas of our business.

OPERATIONS

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

SUPPLY CHAIN

We expect our suppliers to share our commitment to respect human rights. All suppliers are expected to comply with our Supplier Code of Conduct, which sets forth our expectations around supplier business practices, including human rights. We are committed to implementing and improving due diligence processes to assess risks relating to human rights. Please refer to the Danaher Sustainable Supply Chain Policy for additional details. In addition, our supplier risk assessment/risk management program and our EcoVadis supplier sustainability due diligence, assessment and monitoring program assess and monitor supplier human rights practices, among other topics. Please refer to the Supply Chain Sustainability section of this report for additional detail.

COMMUNITIES

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

Our commitment to human rights also spans a range of topical areas, as detailed on the following page.

My Mother in Northern China by Li Qing, Leica Microsystems associate



FAIR LABOR PRACTICES

All Danaher employment practices are required to comply with all applicable laws and regulations, including those concerning hours, compensation, opportunity and working conditions. Our businesses are required to respect each associate's legal rights to make an informed decision, free of coercion, about membership in associations and/or labor unions. Our businesses are also required to bargain in good faith with these associations and labor unions.

CHILD LABOR

Our policy is to support and comply with child labor laws across our operations and supply chain. Our approach is consistent with the ILO labor standards outlined in ILO Conventions 138 and 182.

FORCED LABOR AND HUMAN TRAFFICKING

We do not accept or condone any aspect of forced or compulsory labor. We strictly prohibit our associates and suppliers from engaging in human trafficking-related activities.

SAFE AND HEALTHY WORK ENVIRONMENT

Our policy is that all associates work in a clean and safe environment. In the interest of maintaining a safe and healthy workplace, we require full compliance with applicable workplace safety and industrial hygiene standards as mandated by law.

NON-DISCRIMINATION AND ANTI-HARASSMENT

Danaher is committed to equal employment opportunity and equity, and it is our policy that we base employment decisions on merit, considering qualifications, skills

and achievements. Regardless of geographic location, all employment-related decisions are required to be based on job-related qualifications, without regard to legally protected characteristics such as race, color, national origin, religion, sex, gender, age, marital status, disability, veteran status, citizenship status, sexual orientation, gender identity, gender expression or any other characteristic protected by law. We do not tolerate unlawful discrimination or harassment, and our Code of Conduct further expands upon these expectations.

PRIVACY

We are committed to protecting the privacy of those who entrust us with their personal information, including our customers, website visitors, associates, clinical research participants and all who do business with us. We are committed to explaining how personal information can be corrected, updated or deleted and taking steps to keep personal information secure.

ACCESS TO HEALTHCARE; PRODUCT QUALITY; PRICING

Access to healthcare, including access to innovative medical devices and other technologies, is a critically important focus for the global health community and our company. At Danaher, we believe one of the most significant opportunities we have is to improve access to healthcare, and that our critical contribution lies in continuing to invest in products and solutions that support the discovery and development of lifesaving treatments to address the world's most intractable health challenges. In 2021, we invested approximately \$1.7 billion in research and development, and in the section Innovating Products That Improve Lives and Our Planet in this report we highlight a number of inspiring breakthrough solutions.

In addition, Danaher in certain circumstances employs innovative, targeted approaches to address the needs of developing countries, including collaborative partnerships with global organizations (please refer to the Diagnostics Innovation section of this report for additional details). We also recognize our responsibilities to ensure the quality and safety of our products from the discovery phase to post-commercialization, and to price our products and solutions responsibly to ensure that they reflect their value.

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

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

Standing Up for Human Rights at Danaher

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

Rainer M. Blair

President and Chief Executive Officer



Protecting Our Environment



A Hummingbird Moth and Thistle in Shenandoah National Park, Virginia by Shilpa Sen, Cytiva associate

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Danaher is committed to protecting the environment, and the health and safety of our associates, contractors, customers, and the communities in which we operate.

Protecting Our Environment

Danaher is committed to protecting the environment, and the health and safety of our associates, contractors, customers, and communities. Our environment, health and safety (EHS) vision is to drive world-class EHS performance and innovation that anticipates the needs of our growing business.

Protecting the safety and health and encouraging the well-being of our teams is a critical priority reflected in our Core Value, *The Best Team Wins*. We believe we are the best team when our associates feel good about coming to work, are empowered to raise safety concerns, and leave safe and healthy at the end of every shift. We are proud that workplace safety consistently receives high scores in our annual Associate Engagement Survey.

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

To this end, we are committed to leveraging DBS to reduce the environmental footprint of our operations and our products, reduce occupational injuries and illnesses and improve associate wellbeing. We are also committed to pursuing opportunities for environmental improvements across our value chain. By seeking to

partner with suppliers and customers, we believe we can help address some of the world's most pressing environmental issues more broadly and effectively than we could on our own. Together, we are *Helping Realize Life's Potential*.

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

We are also committed to investing in the best EHS team. Our EHS professionals play a vital role in helping us achieve our business goals by facilitating safety, quality and productivity improvements, driving environmental stewardship across our organization and strengthening associate engagement. In the spirit of continuous improvement, we continue to enhance our EHS organizational structure—including recent additions to bolster our capabilities in EHS assurance, data administration and environmental sustainability. Danaher's Senior Vice President and General Counsel is the executive with management-level responsibility for our EHS program.

Policies

We articulate our EHS expectations through the following policies:

CODE OF CONDUCT

Identifies the core principles that guide our organization, including our core EHS principles.

ENVIRONMENT, HEALTH AND SAFETY POLICY (EHS POLICY)

Specifically addresses compliance with applicable EHS laws, personal accountability, continuous improvement in EHS performance, integration of EHS principles into our business plans, product design and facilities, recycling and reuse, EHS due diligence of newly acquired businesses and public reporting of our program effectiveness.

SUSTAINABILITY POLICY

Builds upon the EHS Policy and addresses the EHS elements most critical to our approach to sustainability.

SUPPLIER CODE OF CONDUCT AND SUSTAINABLE SUPPLY CHAIN POLICY

Outline our expectations regarding the extension of our EHS values throughout our supply chain, including the assessment and monitoring of our suppliers' environmental performance through the EcoVadis platform.

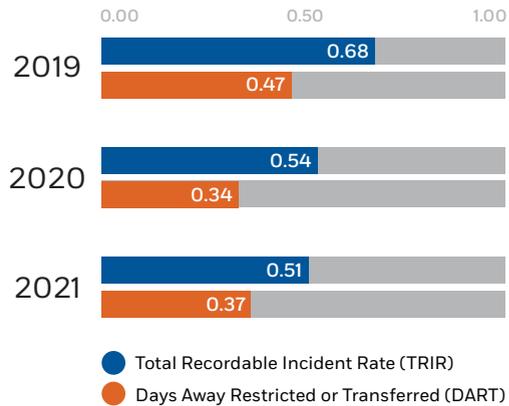
EcoVadis Ratings

Several Danaher operating companies have earned gold, silver or bronze EcoVadis ratings, demonstrating the depth of our sustainability leadership and commitment:

- Hach** – Gold
- Cytiva (Uppsala, Sweden site)** – Gold
- Pall** – Silver
- Molecular Devices** – Bronze
- SCIEX** – Bronze
- Videojet** – Bronze



Global Safety Performance



Note: 2019 data include Envista Holdings Corporation.

Notably, Danaher's 2021 total recordable incident rate (TRIR) was the lowest in ten years.



Jellyfish in Monterey, California by Greg Beuneu, Cytiva associate

KPIs and Goals

To drive accountability and continuous improvement, we have established goals designed to achieve meaningful improvement in our EHS performance and reduce our impact on the environment.



In this report, we are announcing our intention to reduce Danaher's Scope 1 and 2 greenhouse gas (GHG) emissions by 50.4% on an absolute basis by 2032 (compared to a baseline year of 2021)—a reduction target that aligns to the prevailing climate science goal of limiting global warming to 1.5 degrees Celsius above pre-industrial levels. We are developing a suite of tools and processes to drive this effort, with the DBS Energy Management Toolkit as our foundation. This new, science-aligned goal supersedes our prior intensity-based GHG and energy reduction targets and represents an even more ambitious reduction goal.



In 2020, we announced a five-year goal to reduce the percentage of non-hazardous/non-regulated waste sent to landfill or incineration by 15%. With the DBS Waste Minimization Toolkit as the cornerstone, in 2021 we reduced the percentage of non-hazardous/non-regulated waste sent to landfill by 10% compared to the 2019 baseline.*

We also track a range of EHS-related KPIs to measure the effectiveness of our program and quantify our progress. These are provided in the data summary at the end of this report.

GRI: 102-15, 102-16, 305-1, 305-2, 305-5, 306-5, 403-9
 SASB: RT-IG-320a.1
 TCFD: Metrics and Targets
 UN: SDG 3, 12, 13

* Due to a calculation error, a previous version of this Report incorrectly indicated that the percentage of non-hazardous/non-regulated waste sent to landfill or incineration declined by 24.9% in 2021 compared to the baseline year of 2019.

EHS Management Programs

We've leveraged our legacy DBS tools and operating company best practices to create a suite of EHS-specific tools to manage ergonomics, energetics, exposure, environmental compliance, energy reduction and waste reduction.

The **DBS Energy Management Toolkit** guides facility-level teams in identifying, prioritizing and implementing measures that improve energy efficiency and reduce GHG emissions. Our teams use the toolkit to establish a thorough understanding of energy consumption and identify areas for improvement in the form of an "opportunity assessment." Next, the teams develop energy management action plans to be implemented using a variety of DBS tools, based on the following framework:

- **Envision** Collect and analyze data relating to electricity and natural gas usage, air line leaks, insulation and fuel types. Establish long-term and short-term reduction goals. Establish clear roles and responsibilities.

- **Investigate** Go to *gemba*—the physical location where work gets done—to identify and map all systems, processes and pieces of equipment that use electricity, natural gas, other forms of fuel or air, or contain insulation. Use the guidelines and checklists in the Toolkit to identify and prioritize opportunities for improvement and develop an action plan.

- **Implement** Systematically execute the action plan. Measure the impact and track results.

- **Sustain** Monitor performance at regular intervals, keep stakeholders engaged and add new opportunities for impact to the action plan.

We first introduced the **DBS Waste Minimization Toolkit** in 2020. Facility-level teams use the tool to evaluate waste generation and disposal practices, identify improvement opportunities, develop action plans and implement comprehensive waste minimization strategies. The toolkit follows the waste management hierarchy of controls: avoid, reduce, reuse, recycle, recover energy, treat and dispose.

Given the essential role Danaher plays in the water ecosystem, assessing water risk in our operations and supply chain is critical. We use the World Resource Institute's Aqueduct Water Risk Atlas to assess the level of water risk at each of our sites worldwide. We are also leveraging the power of DBS to develop the **Water Stewardship Toolkit**, which we are piloting in 2022. This toolkit is intended to guide facility-level teams in identifying, prioritizing and implementing measures that improve water use efficiency and optimize re-use. The toolkit is also intended to facilitate a business-focused review of water-related market, reputational and operational risks, prioritize sites based on water consumption and water basin risks, and rank potential projects for implementation.

The application of these tools is supported by a specially trained group of associates referred to as Certified Practitioners (CP) and Advanced Certified Practitioners (ACP). Qualifying as a CP or an ACP requires a training process that extends up to 18 months and includes classroom instruction as well as practical, experiential learning.

Other EHS Management Tools

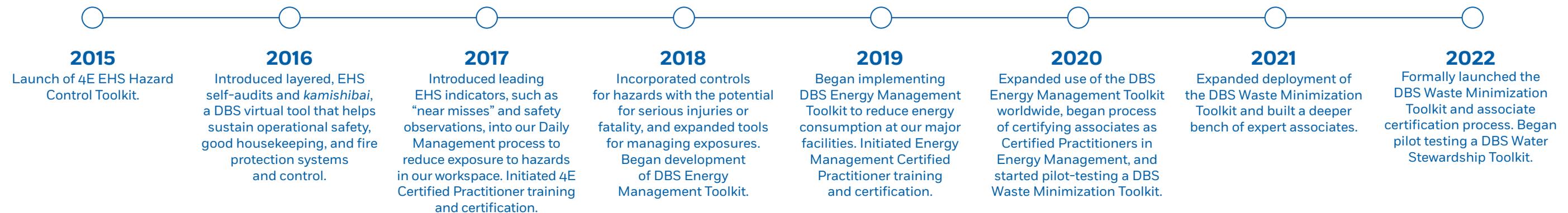
A number of our sites also adhere to globally recognized EHS management systems, including ISO 14001 (environmental), ISO 45001 (health and safety) and ISO 50001 (energy management):

NUMBER OF EHS SIGNIFICANT SITES ADHERING TO EHS ISO STANDARDS

ISO 14001	ISO 45001	ISO 50001
56	19	5

(all data as of December 31, 2021)

Note: Total number of EHS significant manufacturing and assembly sites globally was 149 as of the end of 2021. Danaher defines "EHS significant" sites as manufacturing, assembly, laboratory, research, testing, maintenance and/or warehouse facilities with a population of 25 associates or greater, or with particular inherent EHS hazards.



EHS Risk Assessment

We revised our EHS risk assessment process in 2021 to place greater emphasis on the strategy and cultural aspects of EHS. Now called the EHS Maturity Assessment Tool (MAT), this tool scores a site against five major elements (strategy, risk management & compliance, DBS, organization and culture) and eleven sub-elements. Sites move through beginner, foundational, mature and advanced process maturity phases as they develop, implement and sustain key MAT requirements. The MAT requires senior leaders and EHS personnel of in-scope sites to set annual goals and three-year improvement targets. Leadership at both the Danaher and operating company levels reviews progress against these goals and targets multiple times each year.

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

- EHS MAT score
- Incident frequency and severity rates
- Regulatory notices of violations/fines
- On-time closure of audit findings
- DBS tool deployment
- Environmental sustainability performance
- Property risk protection

In 2021, the Beckman Coulter Life Sciences plant in Suzhou, China won the “EHS Best Plant” award.

- **DBS Tools** including Action Plans, Visual and Daily Management helped the team execute their EHS strategy, advance the site’s EHS maturity assessment scores and improve property risk scores.
- **Talent** The team focused on EHS talent development, creating associate participation and certification opportunities in EHS risk identification and control.
- **Results** The addition of a new reagent production line in 2020 initially increased the site’s year-over-year absolute energy consumption by 50% vs. 2019, but the team’s focus on environmental sustainability helped them to ultimately deliver a 30% reduction in 2021 vs. 2019—while still successfully growing the business.

EHS Audit Program

In 2022, we updated our EHS audit process, with the goal of further enhancing our strong foundation of EHS compliance. Our updated audit process uses internal and external EHS auditing expertise and combines focused self-assessments with risk-based, on-site auditing by Danaher and independent third parties. The audit process covers jurisdiction-specific EHS regulatory requirements, with the objectives of identifying and correcting deficiencies as well as identifying and sharing best practices. Approximately 25% of our EHS significant sites undergo an in-person EHS audit each calendar year. Any observed deficiencies are documented, communicated to site leadership and tracked by corporate EHS to ensure timely closure.



Beckman Coulter Life Sciences, Suzhou, China

EHS Training, Education and Best Practice Sharing

In 2022, we expanded our EHS awareness training to cover a wider variety of EHS topics and target a broader audience of associates. This annual training is designed to help ensure an understanding of EHS compliance obligations and actively promote an EHS culture of accountability and engagement and covers EHS topics such as safety as a priority, common hazards, managing risks, workplace violence and incident/accident protocols.

In 2021, we also established an EHS Community of Practice (CoP) to better leverage the collective EHS leadership talent and domain expertise within Danaher’s global organization. The CoP meets on a regular basis to share best practices, help drive Danaher’s EHS strategy and provide opportunities for professional development.

EHS Information Management System

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

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

Our Operating Companies Lead the Way

Below we share a few examples of the ways our operating companies are leveraging our EHS management tools and resources to drive meaningful operational change.

Driving Energy Efficiency in Operations

Since 2019, **Pall Life Sciences** has held 15 environmental sustainability *kaizens* and implemented over 90 improvement projects yielding total reductions of over 11,000 megawatt hours of energy consumption and 4,800 metric tons of CO₂ emissions—the equivalent of \$1.6 million in total savings. In 2021, Pall Life Sciences spent 13% less per revenue dollar on energy, gas and water compared to 2019.

Beckman Coulter Life Sciences reduced CO₂ emissions by more than 25% per revenue dollar in 2021 vs. 2019 by deploying automated building management systems, converting to LED lighting and investing in high-efficiency HVAC systems.

Through a combination of energy *kaizens* and procuring renewable electricity from our suppliers, **Leica Microsystems** reduced absolute CO₂ emissions by more than 30% in 2021 vs. 2019.

Generating Energy On-Site

Leica Microsystems' facility in Wetzlar, Germany features an on-site natural gas combined heat and power (CHP) plant that supplies one-third of the facility's annual electricity requirements (approximately 1,300 megawatt hours) as well as heat for the facility.

Hach's facility in Berlin, Germany has installed a natural gas CHP plant, which provides heat for the facility while recovering electricity. This achieves nearly 100% fuel efficiency as the system recovers both thermal and mechanical energy from fuel combustion.

Reducing Waste

In 2021, **Leica Microsystems** became the first Danaher operating company to be 100% "landfill free"—reaching zero waste to landfill in non-hazardous waste operations. All Leica Microsystems non-hazardous waste streams are sent to recycling or incineration with energy recovery (where heat and/or electricity is generated from waste combustion).

As an early leader in circular economy, the **Hach Environmental Center** in Dusseldorf, Germany has been recycling used reagents from our customers since 1978. The facility accepts around 350 metric tons of returned reagents and packaging materials every year and recycles approximately 75% of these



Cytiva's facility in Uppsala, Sweden

Operationalizing Sustainability at Cytiva

Cytiva's manufacturing facility in Uppsala, Sweden has invested over \$4 million since 2019 toward sustainability initiatives including reducing water consumption and waste, energy recycling, and converting to renewable energy via solar panels. These initiatives encourage a sustainable mindset for all associates, showing it's possible to produce the same high-quality products with fewer resources and waste.

- The site turns resin manufacturing waste into biogas, which is used to fuel the local municipal bus fleet. In 2021, Cytiva generated enough biogas to fuel two bus trips around the globe.
- A water reduction program helped the team reduce the amount of water used for resin production by approximately 25% in 2021 vs. 2019. With learnings from the pilot, Cytiva is working to replicate this process across other on-site production processes.

SITE RESULTS SINCE 2019:

- Conducted 46 improvement projects focused on water savings
- Water efficiency +33%
- Energy efficiency +18%
- Total CO₂ emissions (Scope 1 and 2) -22%
- **Equivalent of \$2 million of annual cost savings**

reagents and materials. The Hach Environmental Center was one of the early winners of the German Sustainability Award, in 2009.

In tandem with **Pall Life Sciences'** tremendous business growth, the team has successfully reduced the percentage of non-hazardous/non-regulated waste sent to landfill from 43% in 2019 to 31% in 2021. Pall Life Sciences deployed the DBS Waste Minimization Toolkit and held six waste minimization *kaizens* across Pall sites in 2021.

SCIEX used the DBS Waste Minimization toolkit to identify an 86% reduction in landfill waste and, through collaboration with waste vendors, the team reduced non-hazardous waste sent to landfill by 54% compared to 2019.

Deploying DBS to Reduce Water Consumption

Cytiva's site in Tonglu, China received "water saving exemplary enterprise" recognition from Zhejiang Province in 2021. Over the last few years, the site has invested more than \$3 million to improve water efficiency and has reduced annual water consumption by more than 80% since 2016.

Helping Our Customers Reduce Their Environmental Impact

Below we share a few examples of the ways our operating companies' innovative technologies are helping customers reduce their environmental impact.

Reducing Waste Through Packaging and Pallet Optimization

Esko's Cape Pack package design and pallet optimization software helps customers maximize the number of boxes per pallet and truckload, reducing storage and transportation needs and ultimately reducing their environmental impact. In one application, Cape Pack facilitated changes to truck pallet height that increased the number of products per truck. This eliminated the need for 18,100 trucks on the road, 10,000 gallons of gasoline and 909,000 trucking miles—equivalent to two round trips to the moon—and saved 3.4 million pounds of CO₂. In another application, Cape Pack facilitated the replacement of shipping cases with trays that held 30% more product per pallet, reducing the customer's paper consumption by over 23 tons.

Supporting Environmental Protection and Conservation

Oceans, seas and coastal areas cover more than two-thirds of the Earth's surface and play a critical role in the health

of our planet. The data gathered from **Sea-Bird Scientific's** oceanographic instruments are key tools used across numerous international programs to better understand these vital ecosystems. International maritime agencies including the U.S. National Oceanic and Atmospheric Administration and the National Aeronautics and Space Administration rely on these instruments for accurate and actionable data to better understand weather patterns, changes in ocean environments, and the implications of climate change.

Reducing Water Waste at Breweries

Water scarcity is a looming existential threat, as only 3% of the Earth's water is freshwater. As global breweries shift toward sustainable beer production, reducing water consumption has become a key goal. **Pall's** membrane filtration systems require fewer processing steps and generate higher clean water yield than conventional water treatment filters. By reducing the amount of water retained in the filter, which is not recoverable, Pall's membrane filter systems can reduce water consumption by up to 75% compared to conventional filters.



Sea-Bird Scientific's 19plusV2 SeaCAT in action in the Puget Sound near Seattle, Washington

Extending Product Life Span to Minimize Waste

Chromatography columns are essential for separating, purifying and quantifying impurities and metabolites in pharmaceutical and biologic drugs. When a chromatography column exceeds its life span, it loses stability, causing faulty separation of biological samples. **Phenomenex's** Biozen® Size Exclusion Chromatography Column dSEC-2 has a life span up to 50% longer than other columns on the market. As a result, two Biozen dSEC-2 columns can do the job previously done by three, producing less waste and minimizing chromatography replacement time and costs.

Making “Zero Water” Factories Possible

To address global water scarcity and improve the sustainability of its operations, a global dairy company is working to eliminate water consumption and waste in its factories around the world. With the help of **Hach, Trojan** and **Hexis**, two facilities in Brazil are now “zero water” factories. A key element of the “zero water” process involves

extracting water from milk during the condensing process, which uses Trojan's Aquafine UV disinfection system and the Hach BioTector TOC Analyzer to ensure the quality of the extracted water is high enough to reuse. These factories no longer consume water from the municipal supply or produce wastewater that must be treated by municipal systems and released into local waterways—a savings of more than 175,000m³ of water per year in each facility.

Award Winning Water Treatment Solutions

The annual U.S. Federal Energy and Water Management Awards recognize outstanding contributions in the areas of energy and water efficiency, resilience and technology achievements. **ChemTreat's** advanced water treatment program was recognized for helping The National Institutes of Health (NIH) save 28 million gallons of water and 55.9 billion Btu of natural gas in 2020, in addition to generating nearly \$1 million in savings and promoting reliability, safety and regulatory compliance.

Foundational Elements



Overlooking Yosemite Valley From Taft Point by Yvonne Chan, Cepheid associate

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

Ethics and Compliance at Danaher

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

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

The Danaher Corporate Ethics and Compliance Function

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

Our centralized ethics and compliance function is supported by compliance leaders and teams embedded within Danaher’s businesses. The leadership of each

of Danaher’s business platforms and of Danaher’s geographic regions conduct regular compliance reviews with their respective senior management teams to stay informed and track progress on key compliance priorities and KPIs.

In 2020, an internal team of compliance professionals evaluated our compliance program against the U.S. Department of Justice Criminal Division’s Evaluation of Corporate Compliance Programs guidance, published in June 2020. The team identified opportunities to further strengthen our program in the areas of risk assessment, communications, channel partner management and auditing/monitoring, and leveraged our DBS tools to implement these enhancements in 2021 and 2022.

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

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



Great Blue Heron in Hamilton Lakes, Greensboro, North Carolina by Barb Schwartz, SCIEX associate

The Danaher Code of Conduct

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

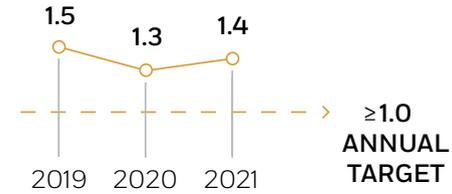
Reporting Concerns

Per our Code of Conduct, ethics and compliance questions, suspected violations of law or policy or retaliation concerns can be raised through numerous channels, including managers, HR, legal or compliance department representatives, Danaher’s Board of Directors or the Speak Up! helpline. The Speak Up! call center and website are independent from Danaher and staffed by third-party ethics and compliance specialists. Speak Up! is a confidential way for associates to ask questions, seek guidance and report possible violations of law or policy. In addition, we encourage our business partners and other third parties who interact with us to report compliance concerns through Speak Up! We publicize Speak Up! through an annual internal communications campaign, and information about Speak Up! is prominently available in our Code of Conduct, in our offices and facilities, and on our intranet and public website.

Our associates and business partners may use Speak Up! 24 hours a day, 7 days a week. When a concern is reported by phone, the operator will listen, ask questions if necessary and then write a summary report. Phone numbers are available for over 60 countries. Associates can also file complaints or submit inquiries electronically through www.danaherintegrity.com, which is available in 17 languages. Reporters can choose to submit their concerns to Speak Up! anonymously, where allowed by local law. All complaints and inquiries submitted through Speak Up!, whether by phone or electronically, are provided to Danaher for assessment and further action.

Danaher’s corporate ethics and compliance function tracks and oversees all reported concerns from investigation to resolution. In 2021, we received and investigated over 980 reports. Where appropriate we took disciplinary action, including coaching, changes

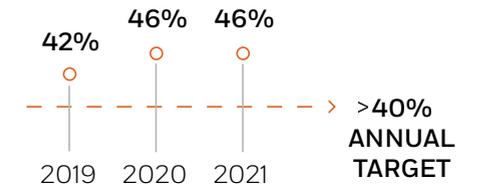
Speak Up! Reports per 100 Associates



in job responsibilities or title, discussion in performance reviews, adverse impact on paid incentive compensation and/or termination of employment. Associate trust in the Speak Up! program is fundamental to our compliance program. We track two key metrics to measure the level of trust that our associates have in the program:

- Each year (including 2022), **we target at least one Speak Up! report for every 100 Danaher associates** as an indication that associates feel comfortable raising their concerns. We evaluate this metric overall and by specific associate groups.
- When associates use the Speak Up! Helpline, we view their willingness to self-identify as an indicator of trust and confidence in the program. We believe that **having more than 40% of Speak Up! reporters self-identify each year** is an indicator of the health of our program (this is an annual goal, including for 2022).

Percent of Reporters Self-Identifying



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

Corporate Internal Audit Support

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

Our internal audit team also coordinates with Danaher’s corporate ethics and compliance function to quantitatively rank our business locations from a risk perspective and develop data-driven risk mitigation plans.

Business Ethics

Well-established, Danaher-wide policies and programs (including the Code of Conduct) reinforce our culture of integrity within the workplace. These include the ethics and compliance systems described in this report and, in some cases, the use of data analytics to identify and mitigate risks. We look to industry best practices and benchmarks to track our performance against our peers. Danaher’s ethics and compliance team works closely with the legal, human resources, internal audit, finance and other functions at all levels of our organization to monitor and help ensure ethical business practices.

Measuring Associates’ Ethics and Compliance Performance

Every Danaher associate is personally accountable for following our ethics and compliance policies. *Instills Trust* is one of the four Core Behaviors that guide the annual performance reviews that are part of our P4G program. This Core Behavior emphasizes maintaining Danaher’s core ethics and values, conducting oneself with humility and cultivating a culture of transparency. Associates self-assess and managers numerically score associate performance with respect to this element annually. The Core Behavior score an associate receives directly impacts their compensation.

Assessing Associate Trust in the Ethics and Compliance Culture

Every year, we ask Danaher associates to rate our ethics and compliance culture as part of our Engagement Survey. Leaders across our platforms and operating companies leverage those results to develop action plans and drive improvement, as necessary.

People leaders have heightened responsibility to promote a culture of integrity, transparency and humility. As part of our annual Engagement Survey, associates have the opportunity to quantitatively and qualitatively rate their manager’s performance on the *Instills Trust* Core Behavior. Managers receive this feedback and create action plans to address opportunities to improve.

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



Empowering Associates Through Ethics and Compliance Training

Each year, all full-time and part-time associates in administrative, business, technical, professional, management and executive career categories (the online training job categories) are required to take Code of Conduct training. In addition, in most countries where we operate, we also require associates to certify that they have complied with the Code of Conduct. Code of Conduct training is also provided when associates join Danaher as new hires or through acquisitions, and live Code of Conduct training is provided in certain cases for our shop floor and manufacturing associates. In addition, associates are assigned training on various, specific ethics and compliance topics as part of the Danaher Annual Training Program. This program helps all associates understand their obligations under the law, the expectation to act ethically and how to manage the risks inherent in their job function. In 2021, the Annual Training Program included the following training courses applicable to associates in the online training job categories (specific courses assigned are based on the associate’s role and level):

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

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

Danaher Job Family	Anticorruption and Antibribery	Antitrust Law: An Overview	Conflicts of Interest	Danaher Code of Conduct	Data Privacy and Protection	Environment, Health, and Safety Awareness	An Introduction to Insider Trading	Off Label Promotions: Advertising and Marketing	Creating a Harassment-Free Workplace	Quality Systems Regulation	Trade Sanctions: An Overview	Understanding Information Security and Protection	Supply Chain Sustainability <i>US only in 2021; Global in 2022</i>
Administrative	X		X	X	X		X		X			X	
Aviation			X	X	X		X		X			X	
Business Development Strategy	X	X	X	X	X		X		X		X	X	
Communications			X	X	X		X		X			X	
Customer Support	X	X	X	X	X		X		X	X		X	
Danaher Business System Group			X	X	X		X		X	X		X	
Engineering			X	X	X		X		X	X		X	
Environmental Health & Safety			X	X	X	X	X		X	X		X	
Facilities			X	X	X	X	X		X	X		X	
Finance & Accounting	X	X	X	X	X		X		X		X	X	
Human Resources			X	X	X	X	X		X	X		X	
Information Technology			X	X	X		X		X	X		X	
Legal	X	X	X	X	X		X	X	X	X	X	X	
Management	X	X	X	X	X	X	X		X	X	X	X	
Manufacturing & Operations			X	X	X	X	X		X	X		X	
Marketing	X	X	X	X	X		X	X	X	X		X	
Project/Program Management		X	X	X	X	X	X		X	X		X	
Quality and Regulatory Affairs	X		X	X	X	X	X	X	X	X	X	X	
Sales	X	X	X	X	X	X	X	X	X	X	X	X	
Science	X		X	X	X	X	X		X	X		X	
Supply Chain & Logistics	X	X	X	X	X	X	X		X	X	X	X	X

Countering Bribery and Corruption

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

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

ANTI-CORRUPTION POLICY

Our Anti-Corruption Policy requires that we abide by the anti-bribery and anti-corruption laws of the countries in which we operate. The Danaher Anti-Corruption Policy prohibits Danaher associates and representatives from improperly making, offering, providing or authorizing the provision of anything of value to third parties to affect a decision or secure an advantage in order to obtain or retain business. In addition, our Code of Conduct explicitly forbids facilitation payments.

GIFTS & ENTERTAINMENT POLICY

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

CUSTOMER TRIP AND ENTERTAINMENT POLICY AND PROCEDURE

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

DANAHER ANTI-BRIBERY AND CORRUPTION RISK ASSESSMENT

Danaher’s corporate ethics and compliance function manages our Anti-Bribery and Corruption Risk Assessment (ABC), with support from the operating company legal and compliance functions and in cooperation with our internal audit, commercial and finance functions. The ABC consists of an annual risk assessment process that evaluates and quantifies bribery and corruption risk at every operating company based on criteria including the Corruption Perceptions Index (a publicly available index that ranks countries by their perceived levels of public sector corruption), revenue by country, historical internal audit performance, business model and management input. Assessments of ethical culture and evidence of management commitment to compliance are also key factors in determining the final risk rating of each operating company. The results of the ABC risk assessment drive the selection and application of anti-corruption auditing, monitoring and risk-mitigation activities across our operating companies. The leadership of each operating company is responsible for the timely completion of all countermeasures resulting from the ABC risk assessment.

CHANNEL PARTNER MANAGEMENT

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

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

- Our third-party sales partners are required to complete an annual certification of their compliance with the Danaher Channel Partner Code of Conduct as well as all applicable laws and regulations.
- We employ artificial intelligence to continuously monitor our third-party sales partners for legal or reputational issues that may surface through various channels, including watch lists, sanctions, court filings or media.
- We proactively audit select third-party sales partners to ensure their ongoing commitment to Danaher’s Channel Partner Code of Conduct. Partners are assessed as part of our ABC program and selected for proactive audit based on key risk criteria including sales volume, Corruption Perception Index in the countries where the partner operates on behalf of the operating company, any red flags identified during Danaher’s due diligence process and ongoing monitoring, whether the partner does business with government entities, and country- or region-specific trends.

Day Break by Scott Langley, Danaher Corporate associate

Competition and Trade Compliance

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

ANTITRUST

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

IMPORT AND EXPORT

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

Additionally, U.S. export control regulations are intended to ensure that certain products and technologies are not sold to actors who could use them for inappropriate purposes, and many other countries have similar laws. The Danaher Export Compliance Policy describes the types of transactions subject to export control laws globally and the processes Danaher has instituted to help ensure compliance.

Associates in applicable functions receive training on trade compliance and sanctions at least every other year as part of the Annual Training Program. In addition, Danaher requires its businesses to screen all parties to a transaction before export, using a reputable screening provider, to ensure compliance with applicable trade compliance regulations.

Ocean Waves in Ucluelet, B.C. by Mark Ma, Precision NanoSystems associate



Medical Device Product Quality

Regulatory Framework; Danaher Risk Profile

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

As of April 2022, Danaher’s subsidiaries had approximately 169 global sites that manufacture and/or design products. Of these sites, 57 are registered with the FDA and the remaining 112 sites do not manufacture or design medical products and are not registered with the FDA. Of the 57 FDA-registered sites, 49 also hold current ISO 13485 certifications

(which includes 100% of sites that are required to be ISO 13485 certified as a result of the geographies where they distribute medical products) and 33 also participate in the MDSAP. 111 of our manufacturing and/or design sites are also certified to ISO 9001 Quality Management Systems Requirements.

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

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



Cherry Blossoms in Negishi, Japan by Midori Sasao, Cytiva associate

FDA Registered Sites of Danaher’s Subsidiaries

Classified by Highest-Risk Device Produced at Site (as of April 2022)

Platform	High (III)	Medium (II)	Low (I)	Total Registered Sites
Diagnostics	3	27	8	38
Life Sciences	–	9	9	18
Water Quality	–	1	–	1
Product Identification	–	–	–	–
Total	3	37	17	57

Centralized Compliance Standards and Controls

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

REGULATORY, QUALITY AND CLINICAL AFFAIRS KPIS

We require our medical device operating companies to regularly track and report KPIS designed to provide transparency, drive accountability, and measure the health of our Quality Management System (QMS). These required KPIS focus on pre-market and post-market product and QMS performance and cover a range of areas including:

- Internal and external audits, including tracking and trending of audit observations
- Supplier and internal corrective and preventive actions (CAPA), including the timeliness and effectiveness of the CAPA process
- Complaints and external defects, including the number of complaints received and defects identified, and the amount of time before such matters are addressed
- Recalls and adverse events, including quantity and trending

KPI-related goals are established annually for each medical device operating company, and we leverage our suite of DBS tools to help us meet them. Danaher’s executive leadership reviews our regulatory, quality and clinical affairs KPIS on a regular basis, in addition to established QMS reviews by our operating company leadership.

We regularly review and update our regulatory, quality and clinical affairs KPIS as needed to support continuous improvement. These reviews and updates are rooted in DBS principles and leverage the expertise and perspectives of regulatory, quality and clinical affairs professionals across Danaher. Recent updates have focused on reflecting regulatory changes around the world and seeking to ensure that our KPIS reflect best standards recommended by industry and standard-setting organizations.

We regularly review and update our regulatory, quality and clinical affairs KPIS as needed to support continuous improvement.



Seal Sighting in Oahu, Hawaii by Jennifer Proto, Aldevron associate

CORPORATE AUDIT PROGRAMS

Danaher’s corporate staff annually audits our FDA-registered sites for compliance with the FDA’s CGMP and ISO requirements. These audits cover design control, product testing, supplier evaluation and monitoring, medical device reporting, recalls, FDA establishment registrations, device listings and ethical marketing, advertising and sales procedures. With respect to our medical device sites regulated by comparable regulators in other countries, the corporate audit staff typically includes those applicable regulatory requirements in their audit protocols, including the ISO 13485 standard and MDSAP requirements as applicable.

ANNUAL COMPLIANCE TRAINING

The KPI and auditing controls described above are bolstered by CGMP-specific annual training requirements. All associates employed by our medical device operating companies, including senior

management, are required to participate in annual training covering compliance with CGMP and laws governing the advertising and promotion of our products.

MEMBERSHIP IN EXTERNAL ASSOCIATIONS/PARTNERSHIPS

Danaher, including its subsidiaries, participates in a variety regulatory, quality and clinical industry associations at the company and individual levels including memberships in the Regulatory Affairs Professional Society and the American Society for Quality.

PRODUCT SAFETY POLICY

Danaher’s Product Safety Policy articulates Danaher’s expectations and requirements with respect to the provision of safe and effective products and services.



Monument Valley at Dawn, Arizona/Utah State Line by Andrew Judd, Cytiva associate

Regulatory Inspections

As a medical device manufacturer, our manufacturing facilities are subject to inspection on a routine basis by the FDA and by similar regulatory agencies in other countries. The FDA and independent certification organizations designated by non-U.S. regulatory authorities audit or inspect Danaher registered medical device sites using a risk-based process, taking into account the risk profile of the products manufactured by the site. In connection with an inspection, the FDA may issue Form 483 Inspectional Observations, Warning Letters, and/or consent decrees, which list conditions or practices that may indicate a violation of the FDA's requirements. Danaher's goal each year (including 2022) is to have zero FDA Form 483 Inspectional Observations, Warning Letters and consent decrees. The chart below illustrates our FDA inspection performance from 2019 through 2021:

FDA Inspection Results

	Consent Decrees	Warning Letters	483 Observations
2021	0	0	2
2020	0	0	0
2019	0	0	4

Recalls

A medical device recall can include actions ranging from a labeling change or an in-field correction to a partial or full removal of the product from the market, depending on the nature of the issue and the risk to public health. Medical device recalls are typically conducted voluntarily by the manufacturer but may also be mandated by FDA. Recalls are required to be reported to FDA if the recall was initiated to reduce a risk to health posed by the device or to remedy a violation of applicable law caused by the device which may present a risk to health. FDA classifies recalls as Class I (highest risk), Class II or Class III (lowest risk) based on the relative degree of health hazard posed by the recall. The table below illustrates our FDA recall activity from 2019 through 2021:

FDA Recall Activity

	Class I	Class II	Class III	Total U.S. Recalls	FDA Initiated	Seizures/Consent Decrees
2021	0	18	0	18	0	0
2020	0	22	1	23	0	0
2019	0	17	0	17	0	0

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

Danaher Reliability System

We deploy a common framework and suite of processes across Danaher's operating companies (including our medical device companies) to drive product quality and reliability, known as the Danaher Reliability System (DRS), a foundational tool in the DBS toolbox. The DRS spans the product lifecycle and consists of six pillars:

- Leadership focus on reliability
- Design for reliability
- Supplier quality management
- Manufacturing process control
- Customer service and support
- Customer defect tracking and resolution

The DRS supports and incorporates the medical device regulatory requirements described above and exceeds them, with the goal of driving world-class reliability. For example, the design for reliability pillar addresses regulatory compliance as well as compliance with internationally recognized third-party standards recommended by organizations such as the International Electrotechnical Commission, the International Organization for Standardization and the Canadian Standards Association. The customer defect tracking and resolution pillar leverages DBS to ensure that identified defects are successfully and quickly addressed.

Ethical Marketing, Advertising and Sales

Danaher's Product Marketing, Advertising and Promotion Policy applies globally to all Danaher medical device and life sciences businesses. The policy requires that marketing, advertising, promotional, scientific and sales (MAPSS) materials be reviewed and approved before use in accordance with the policy and applicable law, comply with all applicable laws, include only accurate and substantiated information about

Danaher and competitor products, avoid false, deceptive or misleading information, promote only the intended use of the product as legally authorized, and avoid off-label claims. Danaher's Code of Conduct reinforces these requirements by mandating that we promote our medical products solely based on their approved labeling, that we sell our products through accurate and truthful communications, and that all information about our medical products be truthful, balanced and supported by data and relevant experience.

The MAPSS policy also requires that all associates of Danaher medical device and life sciences businesses in marketing, advertising, promotional, scientific or sales roles be periodically trained on ethical marketing, as set forth in the policy and applicable laws (as noted above, Danaher deploys such training annually). In particular, all in-scope associates are trained and tested annually on the then-current regulations applicable to MAPSS materials as well as content specific to the associate's particular job function. In addition, the MAPSS policy also requires Danaher's corporate staff to audit all our medical device manufacturing and/or design facilities for compliance with the MAPSS policy and applicable law at approximately 18-month intervals (although certain facilities may be audited more or less frequently based on status, importance to the business and audit history). Each Danaher Executive Vice President with oversight responsibility for one or more of our medical device or life sciences businesses has managerial responsibility for their business' compliance with the MAPSS requirements described above.

In 2021, Danaher incurred no monetary losses as a result of legal proceedings associated with false marketing claims.

Ethical Interactions with Healthcare Professionals

Danaher’s Code of Conduct requires that we comply with all applicable laws and regulations that govern our promotional activities and our educational and commercial relationships with healthcare professionals. In addition, our medical device and life sciences businesses belong to various industry associations that promulgate industry-specific ethical frameworks, including the Advanced Medical Technology Association (AdvaMed), a global medical device trade association, and MedTech Europe, a European trade association for the medical technology industry.

- All of our Diagnostics businesses have committed to comply with AdvaMed’s Code of Ethics on Interactions with Healthcare Professionals, which addresses appropriate activity with healthcare professionals (HCPs).
- Our European Diagnostics businesses have also committed to comply with the MedTech Europe Code of Ethical Business Practice, which regulates all aspects of the industry’s relationship with HCPs and healthcare organizations to help ensure such interactions are ethical and professional.

Danaher associates whose businesses interact with HCPs receive information and training about the above requirements in a number of ways, including online and in-person trainings and periodic communications. We also support industry initiatives and regulatory requirements to make information about certain payments or transfers of value to HCPs publicly available, and this commitment to transparency is codified in our Sustainability Policy.

- In the U.S., each of our healthcare companies publishes aggregated financial data under the Physician Payments Sunshine Act, a national disclosure program that is part of the Centers for Medicare & Medicaid Services (CMS) and promotes transparency around the financial relationships between healthcare providers and manufacturers of drugs, medical devices and biologics. Disclosures are also made based on specific state requirements.
- In Europe, we are committed to complying with the Disclosure Guidelines of the MedTech Europe Code of Ethical Business Practice as well as country-specific disclosure laws such as the French Sunshine Act (Loi Bertrand), Italian Sunshine Act (based on the Assobiomedica Code), and Decree Law 5-2017 of the Portuguese Ministry of Health.
- Other countries or regions in Asia Pacific, Latin America, the Middle East and Africa have similar legal or industry code requirements that we make disclosures pursuant to.

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



Little Pond in Golden State Park, San Francisco, California by Suzana Tulac, Cepheid associate

In addition to adherence to the ethical frameworks referenced above, we require all associates who market directly to healthcare professionals to follow these Danaher policies.

- *Healthcare Professionals Interaction Policy*: Addresses the standards for conducting events with HCPs in attendance as well as engaging HCPs to provide services.
- *MedTech Gift and Entertainment Policy*: Promotes compliance with all applicable regulations and rules that govern interactions with HCPs.
- *Social Media Guidelines for FDA-Regulated Operating Companies*: Addresses information used on social media

- and other online platforms to advertise and promote products and services.
- *Clinical Trial Conduct and Transparency Policy*: Articulates Danaher’s expectations and requirements relating to the conduct and transparency of clinical trials.
- *Product Safety Policy*

Ethical Research & Development Practices

Danaher is committed to conducting research in an ethical and responsible manner. We have adopted policies that address:

- The humane care and use of animals, including a commitment to the three principles of “replacement, reduction and refinement” and the use of Institutional Animal Care and Use Committees (or international equivalents) to advise on, assess and approve animal testing protocols and procedures; and
- Bioethics and the responsible use of emerging technologies, including a commitment to transparency with (and listening to feedback from) our customers and other stakeholders, and consideration of risks and benefits in light of the information available. With respect to bioethics,

we are also committed to operating according to the Guidelines for Good Laboratory Practices (GLP) and Good Manufacturing Practices (GMP), the Declaration of Helsinki International Ethical Guidelines for Biomedical Research Involving Human Subjects and applicable privacy and data protection standards. We seek to promote bioethical awareness within Danaher and promote ethical research, safeguarding the integrity of the scientific process and protecting patients’ rights while responsibly identifying and addressing issues related to biotechnology research and development.

Supply Chain Sustainability

Danaher maintains an extensive, complex network of supplier relationships that are critical to our success. In 2021, we conducted business with over 80,000 suppliers globally, and our supply chain spending exceeded \$9 billion—a reach that offers us the opportunity to drive our sustainability values across a footprint far broader than our direct operations. As a result, we view our supply chain as an extension of our own business and expect our suppliers to share our values. While recognizing differences in laws, customs and acceptable practices around the world, we believe shared values are the cornerstone of supplier relationships and we articulate our expectations through the following policies:

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

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

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

Supplier Risk Assessment/ Risk Management

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

- All Tier 1 direct material suppliers (as well as critical Tier 2+ direct material suppliers and critical indirect suppliers) are scored based on their impact on Danaher’s revenues, the supplier’s financial health and any Danaher source limitations with respect to the supplied product.
- Danaher engages a third party to continuously monitor media and other publicly available data sources to identify risks relating to its direct material suppliers. The monitoring encompasses dozens of risk categories, including financial, weather-related, cyber, geopolitical and other risk types.
- We require any supplier who exceeds a specified risk assessment score to develop and implement a risk management plan (RMP). The RMP may include financial monitoring, business continuity planning, supplier training/development, additional contractual provisions and tooling assessments.
- We require any supplier whose revenue impact and source limitation scores exceed a specified level to develop and implement a supplier emergency response plan.
- Danaher and operating company leaders review the program status for their respective businesses on a regular basis.



Life Renewed, Cliffs of Moher, Ireland by Katie Bartley, Beckman Coulter associate

Sustainability Due Diligence, Assessment and Monitoring

We have partnered with EcoVadis, a globally recognized provider of business sustainability assessments and ratings, to assess and monitor our direct and indirect supplier sustainability performance. In 2022, we anticipate that EcoVadis will assess and rate suppliers representing approximately 50% of our annual supplier spend, including Danaher’s preferred suppliers (“preferred suppliers” are suppliers whom Danaher’s subsidiaries have targeted for growth because they offer the opportunity for a high level of strategic and operational value). EcoVadis’ supplier assessments and ratings address a wide range of topics including:

- Energy consumption and GHG emissions
- Water consumption
- Biodiversity
- Supplier environmental practices
- Product use and product end-of-life
- Customer health and safety
- Employee health and safety
- Working conditions
- Career management and training
- Child labor, forced labor and human trafficking
- Diversity, discrimination and harassment
- Supplier social practices
- Human rights
- Corruption and anticompetitive practices
- Responsible information management

EcoVadis requires verifiable, objective evidence to support its ratings, including documented evidence of policies, implementation of measures and actions including training and procedures, and tracking of KPIs; the supplier’s endorsement of key, external sustainability initiatives; and third-party certifications such as ISO certifications. In particular, in-scope suppliers are monitored on a real-time basis with respect to specific KPIs including U.S. Global Compact signatory status; CDP participation; the existence of a formal sustainability policy; the existence of an active whistleblower procedure and policies on anti-corruption and bribery; extent of ISO 14001 and ISO 45001 certification coverage; public reporting on energy consumption, GHG emissions and health and safety indicators; and sustainability-related audits or assessments. EcoVadis also tracks reporting from sources including media, governments, trade unions and non-governmental organizations (NGOs) for evidence of developments or controversies relating to suppliers.

The EcoVadis rating a Danaher supplier receives could impact the frequency of subsequent EcoVadis assessments or could require the supplier to develop a Corrective Action Plan targeting specific improvement, among other impacts. Please refer to our Sustainable Supply Chain Policy for additional details.

Mitigating Forced Labor Risk in Our Supply Chain

Danaher's corporate trade compliance function screens Danaher's suppliers on a quarterly basis using a tool that aggregates publicly available data and government-provided information regarding suppliers who may be implicated in the use of forced labor. While the screening tool is not necessarily comprehensive due to the fragmented nature of the available data, it is an important asset in Danaher's efforts to mitigate the risk of forced labor in our supply chain.

Supplier Quality Management

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

Training and Education

All Danaher procurement associates are required to complete annual training on human rights awareness, risk management and other sustainable supply chain topics, including human trafficking, labor and employment rights, employee health and safety, responsible environmental practices, anti-corruption, business ethics and data and IP protection.

Conflict Minerals

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

Suppliers to Danaher are required to commit to being or becoming "conflict-free" (meaning they do not source conflict minerals) and sourcing only from conflict-free smelters. Danaher requires suppliers to provide completed Responsible Minerals Initiative Conflict Minerals Reporting Template declarations detailing their commitment to becoming conflict-free and documenting countries of origin for any tin, tantalum, tungsten and gold purchased.

Supply Chain Continuity Planning

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



Governance

Board Structure and Responsibilities

Our Board of Directors, either directly or through its committees:

- Together with management determines Danaher's long-term strategy and oversees Danaher's strategic acquisition and integration process
- Oversees Danaher's culture, management succession planning and development (including both a long-term succession plan and emergency succession plan for the CEO position), compensation, benefits, talent recruiting and retention, associate engagement and diversity and inclusion programs
- Evaluates the performance and sets the compensation of our CEO and other executive officers
- Oversees the quality and integrity of Danaher's financial statements, internal controls over financial reporting, compliance with legal and regulatory requirements and our integrity and compliance program

- Oversees our sustainability program
- Oversees our overall risk assessment and risk management program as well as risks specifically relating to our strategy, acquisition and capital allocation program, capital structure, liquidity, organizational structure, legal and regulatory compliance, cybersecurity, privacy, compensation policies and practices, sustainability (including climate), governance, conflicts of interest and science and technology trends

Our Board consists of 14 members. We have separated the positions of Chairman of the Board and CEO and because our Chairman is an executive officer, our Board has appointed a Lead Independent Director to chair meetings of the independent directors and act as a liaison, as necessary, between the independent directors and the management directors. The Board's Audit Committee, Compensation Committee and Nominating and Governance Committee each consist entirely of independent directors.



Board Selection, Composition and Refreshment

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

Our Board actively manages Board composition and refreshment. Using our Board skills matrix as a guide as well as the results of our annual Board and committee self-assessment process, the Nominating and Governance Committee evaluates Board composition at least annually and identifies for Board consideration areas of background and expertise that would complement and enhance our current Board. Given the critical role of acquisitions in our overall strategy as well as the diversity of our portfolio, it is essential that our Board include members with experience leading the company through a range of M&A and economic cycles. However, the Board also seeks to thoughtfully balance the knowledge and experience that comes from longer-term Board service with the fresh perspectives and new domain expertise that can come from adding new directors. We have

added five new directors to our Board in the past three years, helping reduce our average director tenure by more than 20% from 2019 to 2022.

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

Our Board’s current composition demonstrates the D+I progress we have achieved. Today 29% of Danaher’s Board is female; two of our key Board leadership positions (Lead Independent Director and Chair of the Nominating and Governance Committee) are held by a female director; 27% of our independent directors are under the age of 50; four of our directors were born outside the U.S.; and our Board includes a Black director and directors of Asian, Middle Eastern and North African descent. The table to the right illustrates the diverse set of skills, expertise and backgrounds represented on our Board (as of August 1, 2022).

Board of Directors

Skills and Expertise	Blair	Dewan	Filler	List	Lohr	Mega	M. Rales	S. Rales	Sabeti	Sanders	Schwieters	Spoon	Stevens	Zerhouni
Global/international	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓
Life sciences	✓					✓			✓				✓	✓
Diagnostics									✓					✓
Health care management						✓								✓
Product innovation	✓		✓									✓	✓	
Digital technology		✓		✓		✓			✓	✓			✓	
M&A	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓		
Public company CEO and/or President	✓		✓				✓	✓					✓	
Accounting		✓			✓					✓	✓			
Finance		✓		✓			✓	✓		✓	✓		✓	
Branding/ marketing			✓											
Government, legal or regulatory					✓	✓								✓
Age	57	46	62	59	78	48	65	71	46	60	82	71	59	71
Gender	M	M	F	F	M	F	M	M	F	M	M	M	M	M
Race/Ethnicity*	C	A	C	C	C	C	C	C	M	B	C	C	C	N
Born outside U.S.	✓	✓							✓					✓

* “A” refers to Asian, “B” refers to Black; “C” refers to Caucasian (other than Middle Eastern or North African descent); “M” refers to Middle Eastern descent; “N” refers to North African descent.



Sunset at Dog Mountain, Vancouver B.C. by Melisa DiPietro, Cytiva associate

CEO Succession Planning

With the support of our Nominating and Governance Committee, our Board maintains and annually reviews both a long-term succession plan and emergency succession plan for the CEO position. The foundation of the long-term CEO succession planning process is a CEO development model consisting of three dimensions: critical experiences, leadership capabilities and personal characteristics/traits. The Board uses the development model as a guide in preparing candidates, and also in evaluating candidates for the CEO and other executive positions at the Board's annual talent review and succession planning session. At the annual session, the Board evaluates and compares candidates using the development model, and reviews each candidate's development actions, progress and performance over time. The candidate evaluations are supplemented with periodic 360-degree performance appraisals, and the Board also regularly interacts with candidates at Board dinners and lunches, through Board meeting presentations and at the Company's annual leadership conference.

Managing Potential Conflicts of Interest

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

Communication with the Board

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



Risk Oversight

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

Enterprise Risk Management Methodology

At the beginning of the annual ERM process, our corporate risk management function communicates the key elements of the ERM program to our platforms and operating companies, highlighting any year-over-year changes. Key program elements include:

- An inventory and classification of key risk areas and key risk topics
- A methodology for scoring risks based on the risk’s probability, severity and velocity of impact, and for trending key risks
- A framework for developing countermeasures for key risks
- A process for assigning responsibility and deadlines for the implementation of countermeasures, and re-assessing such risks following implementation of the applicable countermeasures
- A timeline for collection and synthesis of the risk assessment data and reporting of key risks and countermeasures to the Danaher Risk Committee and the Danaher Board of Directors
- ERM-specific DBS tools, including an action plan template and a methodology for identifying fundamental elements, establishing the jumping off point and tracking planned vs. actual improvements each month

CATEGORIZING RISK

The program requires evaluation of risk across five main pillars: operational, strategic, financial and accounting, compliance and information technology/ security. The list to the right includes examples of the types of risks we assess in each of the five pillars.

Strategic	<ul style="list-style-type: none"> • Diminution in Business • Regulatory Risk • Sovereign / Political Risk 	<ul style="list-style-type: none"> • Loss of Intellectual Property • Catastrophic Loss Risk • Competition for Talent
Operations	<ul style="list-style-type: none"> • Product Supply Disruption • Climate Change Risk 	<ul style="list-style-type: none"> • Supplier Risk • Business Continuity Risk
Compliance	<ul style="list-style-type: none"> • Risk of Violation of Operational Laws and Regulations • Risk of Violations of FCPA/Global Anti-Corruption Laws, Competition or Antitrust Laws • Import and Export Practices Risk 	
Financial, Accounting, Reporting	<ul style="list-style-type: none"> • Accounting Irregularities • Segregation of Duties • GAAP / IFRS Irregularities 	
Information Technology / Security	<ul style="list-style-type: none"> • Cyber Security Threats • Infrastructure Risk • Disaster Recovery Planning 	

RISK ASSESSMENT PROCESS

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

Each platform risk committee reviews and synthesizes the results from its operating companies, identifies key themes, ensures appropriate risk prioritization and communicates its results to the Danaher Risk Committee, which consists of Danaher’s General Counsel, Chief

Financial Officer, Chief Accounting Officer, Head of Internal Audit, Deputy General Counsel and Chief Ethics & Compliance Officer. The Danaher Risk Committee reviews the results, holds discussions with the leadership of each platform and presents a final report to the Danaher Board of Directors annually. Danaher’s General Counsel (the executive with management-level responsibility for our ERM program) also updates the Audit Committee of the Board on a periodic basis regarding Danaher’s ERM processes. The Board’s role in risk oversight is consistent with Danaher’s leadership structure: management has day-to-day responsibility for assessing and managing Danaher’s risk exposure, and the Board and its Audit Committee oversee those efforts, with emphasis on our most significant risks.





Managing Cybersecurity Risks

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

We have adopted a comprehensive Information Security Policy that clearly articulates Danaher's expectations and requirements with respect to acceptable use, risk management, data privacy, education and awareness, security incident management and reporting, identity and access management, third-party management, security (with respect to physical assets, products, networks and systems), security monitoring and vulnerability identification. The policy sets forth a detailed security incident management and reporting protocol, with clear escalation timelines and responsibilities.

We also maintain a global incident response plan (including both proactive and reactive measures) and regularly conduct exercises to help ensure its effectiveness and our overall preparedness.

We believe cybersecurity is the responsibility of every associate. We regularly educate and share best practices with our associates to raise awareness of cyber threats. Every year, all associates in-scope for the Annual Training Program are required to take information security and protection training and (in most countries where we operate) are required to certify their awareness of and compliance with the Information Security Policy. We also conduct monthly education, training and cyber-event simulations for our associates.

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



Midnight Sun in Lidingö, Sweden by Greg Beuneu, Cytiva associate

Climate Risks and Opportunities

In 2022, Danaher began piloting a management program to identify, assess and manage climate risks and opportunities based on elements of the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Danaher anticipates that the 2022 pilot will cover businesses representing approximately 15% of our 2021 revenues, with further scope expansion planned for 2023. Below is a summary of the pilot program:

- The program is designed to run parallel to our annual ERM process and would require each in-scope operating company to identify (and score the severity, probability and velocity of) each key climate-related risk, over short- medium- and long-term time horizons. For each identified risk that exceeds a prescribed score, the operating company would be required to identify the anticipated business and financial impact of the risk and planned countermeasures. Because the climate-related risk assessment uses the same scoring methodology as (and runs parallel to) the annual ERM process, the relative significance and prioritization of climate-related risks would be assessed relative to wider business risks.
- The program would also require identification (and scoring) of each key climate-related opportunity, over short- medium- and long-term time horizons.

- For each identified opportunity that exceeds a prescribed score, the operating company would be required to identify any plans to capitalize on it.
- In addition, in line with the TCFD recommendations to disclose metrics and targets used to assess and manage climate-related risks, we disclose our Scope 1 and 2 GHG emissions and reduction goals in this report.
 - The results of the program would be presented annually to the Danaher Risk Committee and to Danaher's Board of Directors or the applicable committee of the Board.

Danaher anticipates reporting on any key climate-related risks and opportunities identified as a result of this process in our annual sustainability report. Danaher has previously identified the following high-level climate-related risks and opportunities:

- With our global physical footprint, a key climate related risk for Danaher is physical risk resulting from acute or chronic changes in climate patterns. Acute physical risks include increased severity of extreme weather events such as cyclones, hurricanes and floods. Chronic physical risks refer to longer-term shifts in climate patterns (such as sustained higher temperatures) that may result in rising sea levels (which could impact our facilities in coastal areas), droughts and heat waves. These physical risks may have financial implications for Danaher, such as direct damage to assets and indirect impacts from supply chain disruption. In the Protecting Our Environment section of this report, we discuss steps Danaher has taken to mitigate the potential impact of these types of physical risks to facilities as well as our efforts to reduce energy consumption and GHG emissions.
- Key climate-related opportunities for Danaher include the prospect of developing new commercial solutions to address customers' sustainability related needs and potentially reduce our operating costs. Given that *Customers Talk, We Listen* is a

Danaher Core Value, customer feedback regarding sustainability requirements has been and will continue to be an innovation driver for Danaher. This report includes examples of innovative products and solutions that directly incorporate customer feedback to address sustainability-specific needs. In addition, Danaher's businesses are increasingly focused on improving efficiency across our production and distribution processes, production assets, buildings and transport/mobility in relation to energy and water consumption and waste generation. This report also includes examples where our operating companies have quantified cost savings from environmental impact reduction initiatives. Danaher's energy and GHG emission reduction targets, and targets to reduce the percentage of waste sent to landfills or incinerators, are helping accelerate these efforts.

Political Matters

Political Involvement Policy

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

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

Trade/Industry Associations

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

Political Expenditures

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



About This Report

Important Information About This Report

- Certain statements included or incorporated by reference in this report are “forward-looking statements” within the meaning of the U.S. federal securities laws. All statements other than historical factual information are forward-looking statements. Forward-looking statements are based on assumptions and assessments made by our management in light of their experience and perceptions of historical trends, current conditions, expected future developments and other factors. Forward-looking statements are not guarantees of future performance and actual results may differ materially from the results, developments and business decisions contemplated by our forward-looking statements. Accordingly, you should not place undue reliance on any such forward-looking statements. Important factors that in some cases have affected us in the past and that in the future could cause actual results to differ materially from those envisaged in our forward-looking statements are described in Danaher’s filings with the U.S. Securities and Exchange Commission (SEC). The forward-looking statements included in this report speak only as of the date of this report, and except to the extent required by applicable law, we do not assume any obligation to update or revise any forward-looking statement, whether as a result of new information, future events and developments or otherwise.
- Please note that the inclusion of information in this report is not an indication that such information is necessarily material as defined under the U.S. federal securities laws and the applicable regulations thereunder.
- In this report, we describe certain products and devices that have applications submitted and pending for certain regulatory approvals and/or are available only in certain markets.
- Any trademarks, product names or brand images appearing herein are the property of their respective owners.
- We refer to developing markets as “high-growth markets” in our SEC filings and in this report and define them as geographic markets experiencing extended periods of accelerated growth in gross domestic product and infrastructure, which include Eastern Europe, the Middle East, Africa, Latin America and Asia (except Japan, Australia and New Zealand).
- Unless otherwise noted, all data in this report is as of September 1, 2022 and is limited to continuing operations. All financial information in this report is reported in U.S. dollars. Unless otherwise noted, all financial data in this report refers to the 2021 fiscal year.
- Uncertainties are inherent in collecting data from a wide range of facilities and operations in a global company such as Danaher. The data included in this report (other than audited financial data) are good faith estimates and have not been externally assured. We expect our data collection systems to evolve and we seek to continually improve our processes for collecting and disclosing accurate, meaningful and consistent data.
- Danaher applied the following methodology with respect to the metrics and goals included in this Report relating to energy, GHG emissions, water and waste (“environmental metrics”). We collected data from (1) Danaher locations owned or leased from January 1, 2021 through December 31, 2021 that were within our operational control and accounted for approximately 85% of our total owned or leased space (within our operational control) over such period, and (2) vehicles and aircraft owned or leased by Danaher during 2021. With respect to any locations owned or leased from January 1, 2021 through December 31, 2021 that were within our operational control and for which data was not collected, we accounted for such locations by linear extrapolation. The financial data to which the environmental impact metrics are normalized is limited to continuing operations and also excludes revenue attributable to acquisitions consummated within the applicable year, to promote comparability.
- The energy usage and GHG emissions metrics are based on available activity data of fuel consumed on-site, purchased energy and energy consumed through operation of Danaher-owned or -leased vehicles and aircraft. Danaher’s non-energy-consumption GHG emissions, such as refrigerant releases and process air emissions, are omitted.
- We define “regulated and hazardous waste” as wastes that are deemed regulated by national legislation/regulations.
- The 2019, 2020, and 2021 environmental metrics reflect adjustments made to account for changes in GHG accounting methodology (updates in emission factors used, including location-based emissions and market-based emissions in Scope 2 inventory) as well to include emissions from the acquisition of Cytiva.
- As a participant of the United Nations (UN) Global Compact, Danaher 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.

Appendix A: Reporting Frameworks Index



Harlequin Frog in the Nuquí jungle, Chocó, Colombia by César Osorio, Beckman Coulter Diagnostics associate

Global Reporting Initiative™ (GRI) Sustainability Reporting Guidelines	73
Sustainability Accounting Standards Board (SASB) Standards	84

Task Force on Climate-related Financial Disclosures (TCFD)	85
UN Sustainable Development Goals	86

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

to each such standard, while this report is not intended to meet all the requirements of the standard, we have referenced each relevant section of the standard as to which we believe full or partial responsive information has been provided. Reporting standards are denoted on the bottom of each page of this report and in this Reporting Frameworks Index.

GRI – General Disclosures 2016 – Organization Profile

Description	Code	Response
Name of Organization	102-1	Danaher Corporation
Activities, brands, products, and services	102-2	Danaher at a Glance – Our Businesses
Location of headquarters	102-3	Washington, D.C., U.S.
Location of operations	102-4	2021 Form 10-K , p. 34, 82
Ownership and legal form	102-5	2021 Form 10-K , Cover Page
Markets served	102-6	2021 Form 10-K , p. 3-8 Danaher at a Glance Innovating Products That Improve Lives and Our Planet – Diagnostics – Improving Access to Healthcare in Developing Markets
Scale of the organization	102-7	2021 Form 10-K , p. 9, 34, 62-64, 66 2022 Proxy Statement , p. 33-34 Danaher at a Glance Building the Best Team Sustainability/ESG Data Summary
Information on employees and other workers	102-8	2021 Form 10-K , p. 9 Building the Best Team Sustainability/ESG Data Summary
Supply chain	102-9	2021 Form 10-K , p. 8-9 Foundational Elements – Supply Chain Sustainability Sustainability/ESG Data Summary

GRI – General Disclosures 2016 – Organization Profile (continued)

Description	Code	Response
External initiatives	102-12	Building the Best Team – Diversity + Inclusion (CEO Action for Diversity & Inclusion), Human Rights (UN Global Compact) Foundational Elements – Medical Device Product Quality (FDA's Quality Systems Regulation), (ISO 13485 Medical Devices Quality Management System Standard), (Medical Device Single Audit Program (MDSAP)); Ethical Interactions with Healthcare Professionals (AdvaMed's Code of Ethics on Interactions with Health Care Professionals, MedTech Europe Code of Ethical Business Practice), Supply Chain Sustainability – Conflict Minerals (OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas)
Membership of associations	102-13	Building the Best Team – Human Rights (UN Global Compact) Foundational Elements – Medical Device Product Quality – Membership in External Associates/Partnerships (Regulatory Affairs Professional Society, the American Society for Quality); Ethical Interactions with Healthcare Professionals (AdvaMed, MedTech Europe),

GRI – General Disclosures – Strategy

Description	Code	Response
Statement from senior decisionmaker	102-14	From Our CEO
Key impacts, risks, and opportunities	102-15	Danaher at a Glance – Sustainability at Danaher – Sustainability Mission Statement; Our Sustainability Strategy (Sustainability Prioritization Assessment; Sustainability Strategy and Pillars) Building the Best Team – Diversity + Inclusion Protecting Our Environment – Our EHS Vision – KPIs and Goals Foundational Elements – Risk Oversight – Climate Risks and Opportunities Sustainability/ESG Data Summary

GRI – General Disclosures – Ethics & Integrity

Description	Code	Response
Values, principles, standards, and norms of behavior	102-16	Danaher Code of Conduct Danaher Supplier Code of Conduct Danaher at a Glance – How We Work Protecting Our Environment – Our EHS Vision – Policies Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct; Business Ethics; Medical Device Product Quality
Mechanisms for advice and concerns about ethics	102-17	Danaher Code of Conduct Danaher Supplier Code of Conduct Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct; Business Ethics

GRI – General Disclosures – Governance

Description	Code	Response
Governance structure	102-18	2022 Proxy Statement , p. 19-26 Danaher at a Glance – Sustainability at Danaher – Sustainability Oversight Foundational Elements – Governance
Delegating authority	102-19	Danaher at a Glance – Sustainability at Danaher – Sustainability Oversight
Executive-level responsibility for economic, environmental, and social topics	102-20	2022 Proxy Statement , p. 10 Danaher at a Glance – Sustainability at Danaher – Sustainability Oversight Innovating Products That Improve Lives and Our Planet – Innovation Defines Our Future Building the Best Team – The Best Team Wins; Diversity + Inclusion – D+I Commitment; Human Rights Protecting Our Environment – Our EHS Vision Foundational Elements – Medical Device Product Quality (Ethical Marketing, Advertising and Sales); Supply Chain Sustainability; Risk Oversight
Consulting stakeholders on economic, environmental, and social topics	102-21	2022 Proxy Statement , p. 26-27 Danaher at a Glance – Sustainability at Danaher – Our Sustainability Strategy (Sustainability Prioritization Assessment; Stakeholder Engagement Program) Foundational Elements – Governance – Communication with the Board
Composition of the highest governance body and its committees	120-22	2022 Proxy Statement , p. 13-18, 21-25 Foundational Elements – Governance – Board Structure and Responsibilities; Board Selection, Composition and Refreshment
Chair of the highest governance body	102-23	2022 Proxy Statement , p. 20 Foundational Elements – Governance – Board of Directors
Nominating and selecting the highest governance body	102-24	2022 Proxy Statement , p. 19-20 Foundational Elements – Governance – Board Selection, Composition and Refreshment
Conflicts of interest	102-25	2022 Proxy Statement , p. 31-32; 42 Foundational Elements – Governance – Managing Potential Conflicts of Interest
Role of highest governance body in setting purpose, values, and strategy	102-26	2022 Proxy Statement , p. 9-10; 21-22 Foundational Elements – Governance – Board Structure and Responsibilities
Evaluating the highest governance body's performance	102-28	2022 Proxy Statement , p. 25-26
Identifying and managing economic, environmental, and social impacts	102-29	2022 Proxy Statement , p. 9-10; 21-22 Danaher at a Glance – Sustainability at Danaher Foundational Elements – Risk Oversight
Effectiveness of risk management processes	102-30	2022 Proxy Statement , p. 21-22 Foundational Elements – Risk Oversight
Review of economic, environmental, and social topics	102-31	2022 Proxy Statement , p. 9-10; 21

GRI – General Disclosures – Governance (continued)

Description	Code	Response
Highest governance body's role in sustainability reporting	102-32	2022 Proxy Statement , p. 9-10 Danaher At a Glance – Sustainability at Danaher – Sustainability Oversight
Communicating critical concerns	102-33	2022 Proxy Statement , p. 81 Danaher Code of Conduct Foundational Elements – Ethics and Compliance at Danaher; Governance – Communication with the Board
Remuneration policies	102-35	2022 Proxy Statement , p. 28-30; 38-71 Building the Best Team – Motivating and Rewarding Performance
Process for determining remuneration	102-36	2022 Proxy Statement , p. 38-71
Stakeholders' involvement in remuneration	102-37	At Danaher's annual meeting of shareholders in May 2022, approximately 94% of the votes cast were in favor of the "say on pay" proposal. 2022 Proxy Statement , p. 39 Building the Best Team – Motivating and Rewarding Performance
Annual total compensation ratio	102-38	2022 Proxy Statement , p. 65
List of stakeholder groups	102-40	Sustainability Policy Danaher at a Glance – Sustainability at Danaher – Our Sustainability Strategy (Sustainability Prioritization Assessment; Stakeholder Engagement Program)
Identifying and selecting stakeholders	102-42	Sustainability Policy Danaher at a Glance – Sustainability at Danaher – Our Sustainability Strategy (Sustainability Prioritization Assessment; Stakeholder Engagement Program)
Approach to stakeholder engagement	102-43	2022 Proxy Statement , p. 26-27 Danaher at a Glance – Sustainability at Danaher – Our Sustainability Strategy (Sustainability Prioritization Assessment; Stakeholder Engagement Program)
Key topics and concerns raised	102-44	Danaher at a Glance – Sustainability at Danaher – Our Sustainability Strategy (Sustainability Strategy and Pillars)
Entities included in the consolidated financial statements	102-45	2021 Form 10-K , Exhibit 21.1 About this Report
Defining report content and topic boundaries	102-46	Danaher at a Glance – Sustainability at Danaher – Our Sustainability Strategy (Sustainability Prioritization Assessment; Sustainability Strategy and Pillars) About this Report

GRI – General Disclosures – Governance (continued)

Description	Code	Response
List of material topics	102-47	Danaher at a Glance – Sustainability at Danaher – Our Sustainability Strategy (Sustainability Prioritization Assessment; Sustainability Strategy and Pillars)
Restatements of information	102-48	About This Report
Changes in reporting	102-49	Danaher at a Glance – Sustainability at Danaher – Our Sustainability Strategy (Sustainability Prioritization Assessment; Sustainability Strategy and Pillars) About this Report

GRI – General Disclosure – Reporting Practice

Description	Code	Response
Reporting period	102-50	2021
Date of most recent report	102-51	2021
Reporting cycle	102-52	Annual
Contact point for questions regarding the report	102-53	sustainability@danaher.com
GRI content index	102-55	2022 Danaher Sustainability Report, p. 73-83

GRI – Economic Performance

Description	Code	Response
Direct economic value generated and distributed	201-1	2021 Form 10-K , p. 63-72 Danaher at a Glance – 2021 Highlights; Our Businesses
Financial implications and other risks and opportunities due to climate change	201-2	Foundational Elements – Risk Oversight
Defined benefit plan obligations and other retirement plans	201-3	2021 Form 10-K , p. 98-102

GRI – Indirect Economic Impacts

Description	Code	Response
Infrastructure investments and services supported	203-1	Innovating Products That Improve Lives and Our Planet Building the Best Team – In Our Communities
Significant indirect economic impacts	203-2	Innovating Products That Improve Lives and Our Planet Building the Best Team – Motivating and Rewarding Performance; In Our Communities

GRI – Anti-Corruption

Description	Code	Response
Operations assessed for risks related to corruption	205-1	Protecting Our Environment – EHS Management Programs – EHS Risk Assessment Foundational Elements – Ethics and Compliance at Danaher; Business Ethics; Risk Oversight
Communication and training about anti-corruption policies and procedures	205-2	Foundational Elements – Ethics and Compliance at Danaher; Business Ethics

GRI – Anti-competitive Behavior

Description	Code	Response
Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	206-1	2021 Form 10-K , p. 103-104

GRI – Tax

Description	Code	Response
Approach to tax	207-1	Global Tax Strategy Sustainability Policy
Tax governance, control, and risk management	207-2	Global Tax Strategy Sustainability Policy
Stakeholder engagement and management of concerns related to tax	207-3	Global Tax Strategy Sustainability Policy

GRI – Energy

Description	Code	Response
Energy consumption within the organization	302-1	About this Report Sustainability/ESG Data Summary
Energy intensity	302-3	About this Report Sustainability/ESG Data Summary
Reduction of energy consumption	302-4	Protecting Our Environment – EHS Management Programs Sustainability/ESG Data Summary

GRI – Water and Effluents

Description	Code	Response
Interactions with water as a shared resource	303-1	Innovating Products That Improve Lives and Our Planet – Environmental & Applied Solutions Protecting Our Environment – Our EHS Vision; EHS Management Programs Foundational Elements – Supply Chain Sustainability Sustainability/ESG Data Summary
Water consumption	303-5	About this Report Sustainability/ESG Data Summary

GRI – Emissions

Description	Code	Response
Direct (Scope 1) GHG emissions	305-1	Protecting Our Environment – Our EHS Vision – KPIs and Goals About this Report Sustainability/ESG Data Summary
Energy indirect (Scope 2) GHG emissions	305-2	Protecting Our Environment – Our EHS Vision – KPIs and Goals About this Report Sustainability/ESG Data Summary
GHG emissions intensity	305-4	Sustainability/ESG Data Summary
Reduction of GHG emissions	305-5	Protecting Our Environment – Our EHS Vision – KPIs and Goals; EHS Management Programs Sustainability/ESG Data Summary

GRI – Effluents and Waste

Description	Code	Response
Waste generated	306-3	About this Report Sustainability/ESG Data Summary
Waste diverted from disposal	306-4	About this Report Sustainability/ESG Data Summary
Waste directed to disposal	306-5	Protecting Our Environment – Our EHS Vision – KPIs and Goals About this Report Sustainability/ESG Data Summary

GRI – Environmental Compliance

Description	Code	Response
Non-compliance with environmental laws and regulations	307-1	2021 Form 10-K , p. 103-104

GRI – Employment

Description	Code	Response
New employee hires and employee turnover	401-1	Building the Best Team – Talent Recruitment; Associate Engagement Sustainability/ESG Data Summary
Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2	Building the Best Team – Associate Engagement
Parental leave	401-3	Building the Best Team – Associate Engagement

GRI – Occupational Health and Safety

Description	Code	Response
Occupational health and safety management system	403-1	Protecting Our Environment – Our EHS Vision; EHS Management Programs Environment, Health and Safety Policy
Hazard identification, risk assessment, and incident investigation	403-2	Protecting Our Environment – Our EHS Vision; EHS Management Programs – EHS Risk Assessment
Worker training on occupational health and safety	403-5	Protecting Our Environment – EHS Management Programs – EHS Risk Assessment; EHS Training, Education and Best Practice Sharing
Promotion of worker health	403-6	Sustainability Policy Building the Best Team – Associate Engagement; Human Rights
Work-related injuries	403-9	Protecting Our Environment – Our EHS Vision – KPIs and Goals Sustainability/ESG Data Summary

GRI – Training and Education

Description	Code	Response
Programs for upgrading employee skills and transition assistance programs	404-2	Building the Best Team – Learning & Development
Percentage of employees receiving regular performance and career development reviews	404-3	Building the Best Team – Motivating and Rewarding Performance Sustainability/ESG Data Summary

GRI – Diversity and Equal Opportunity

Description	Code	Response
Diversity of governance bodies and employees	405-1	2022 Proxy Statement , p. 18 Diversity, Equity and Inclusion Policy Building the Best Team – Diversity + Inclusion Foundational Elements – Governance Sustainability/ESG Data Summary
Ratio of basic salary and remuneration of women to men	405-2	Diversity, Equity and Inclusion Policy Building the Best Team – Diversity + Inclusion – Pay Equity Sustainability/ESG Data Summary

GRI – Freedom of Association

Description	Code	Response
Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	407-1	Danaher Code of Conduct Danaher Supplier Code of Conduct Danaher Statement on Slavery and Human Trafficking Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Building the Best Team – Human Rights Foundational Elements – Supply Chain Sustainability

GRI – Child Labor

Description	Code	Response
Operations and suppliers at significant risk for incidents of child labor	408-1	Danaher Code of Conduct Danaher Supplier Code of Conduct Sustainability Policy Sustainable Supply Chain Policy Danaher Statement on Slavery and Human Trafficking Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Building the Best Team – Human Rights Foundational Elements – Supply Chain Sustainability

GRI – Forced or Compulsory Labor

Description	Code	Response
Operations and suppliers at significant risk for incidents of forced or compulsory labor	409-1	Danaher Code of Conduct Danaher Supplier Code of Conduct Sustainability Policy Sustainable Supply Chain Policy Danaher Statement on Slavery and Human Trafficking Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Building the Best Team – Human Rights Foundational Elements – Supply Chain Sustainability

GRI – Supplier Social Assessment

Description	Code	Response
New suppliers that were screened used social criteria	414-1	Sustainable Supply Chain Policy Foundational Elements – Supply Chain Sustainability – Supplier Risk Assessment/Risk Management; Sustainability Due Diligence, Assessment and Monitoring
Negative social impacts in the supply chain and actions taken	414-2	Sustainable Supply Chain Policy Foundational Elements – Supply Chain Sustainability – Supplier Risk Assessment/Risk Management; Sustainability Due Diligence, Assessment and Monitoring

GRI – Public Policy

Description	Code	Response
Political contributions	415-1	Sustainability Policy Foundational Elements – Political Matters

GRI – Marketing and Labeling

Description	Code	Response
Requirements for product and service information and labeling	417-1	Product Marketing, Advertising and Promotion Policy Danaher Code of Conduct Danaher Supplier Code of Conduct Foundational Elements - Medical Device Product Quality
Incidents of non-compliance concerning marketing communications	417-3	Foundational Elements - Medical Device Product Quality

GRI – Socioeconomic Compliance

Description	Code	Response
Non-compliance with laws and regulations in the social and economic area	419-1	2021 Form 10-K , p. 34, 103-103 Foundational Elements – Medical Device Product Quality Sustainability/ESG Data Summary

SASB

Description	Topic	Metric	Code	Response
Medical Equipment & Supplies	Product Safety	Number of recalls issued, total units recalled	HC-MS-250a.1	Foundational Elements – Medical Device Product Quality Sustainability/ESG Data Summary
		Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	HC-MS-250a.4	Foundational Elements – Medical Device Product Quality Sustainability/ESG Data Summary
	Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-MS-270a.1	Foundational Elements – Medical Device Product Quality
		Description of code of ethics governing promotion of off-label use of products	HC-MS-270a.2	Product Marketing, Advertising and Promotion Policy Foundational Elements – Medical Device Product Quality
	Supply Chain Management	Description of the management of risks associated with the use of critical materials	HC-MS-430a.3	Sustainable Supply Chain Policy Conflict Minerals Policy Statement Trading Policy Danaher Statement on Slavery and Human Trafficking Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Foundational Elements – Supply Chain Sustainability
	Business Ethics	Description of code of ethics governing interactions with health care professionals	HC-MS-510a.2	Danaher Code of Conduct Foundational Elements – Medical Device Product Quality
Biotechnology & Pharmaceuticals	Safety of Clinical Trial Participants	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	HC-BP-210a.1	Clinical Trial Conduct and Transparency Policy Innovating Products That Improve Lives and Our Planet – Life Sciences Foundational Elements – Medical Device Product Quality – Ethical Interactions with Healthcare Professionals
	Access to Medicines	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	HC-BP-240a.1	Innovating Products That Improve Lives and Our Planet – Diagnostics – Improving Access to Healthcare in Developing Markets
	Employee Recruitment, Development and Retention	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	HC-BP-330a.2	Building the Best Team – Associate Engagement Sustainability/ESG Data Summary

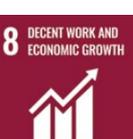
SASB (continued)

Description	Topic	Metric	Code	Response
Electrical and Electronic Equipment	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	RT-EE-130a.1	Sustainability/ESG Data Summary
	Hazardous Waste Management	Amount of hazardous waste generated, percentage recycled	RT-EE-150a.1	Sustainability/ESG Data Summary
	Business Ethics	Description of policies and practices for prevention of: (1) corruption and bribery and (2) anti-competitive behavior	RT-EE-510a.1	Danaher Code of Conduct Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct; Business Ethics
	N/A	Number of employees	RT-EE-000.B	2021 Form 10-K , p. 9 Danaher at a Glance – 2021 Highlights Building the Best Team – The Best Team Wins Sustainability/ESG Data Summary
Industrial Machinery & Goods	Employee Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	RT-IG-320a.1	Protecting Our Environment – Our EHS Vision – KPIs and Goals Sustainability/ESG Data Summary
Hardware	Employee Diversity & Inclusion	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	TC-HW-330a.1	Building the Best Team – Diversity + Inclusion Sustainability/ESG Data Summary

TCFD

Topic	Description	Response
Governance	Disclose the organization's governance around climate-related risks and opportunities.	2022 Climate Change CDP Response Danaher at a Glance – Sustainability at Danaher – Sustainability Oversight Foundational Elements Risk Oversight – Enterprise Risk Management Methodology; Climate Risks and Opportunities
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	2022 Climate Change CDP Response Foundational Elements – Risk Oversight – Enterprise Risk Management Methodology; Climate Risks and Opportunities
Risk Management	Disclose how the organization identifies, assesses and manages climate-related risks.	2022 Climate Change CDP Response Foundational Elements – Risk Oversight – Enterprise Risk Management Methodology; Climate Risks and Opportunities
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	2022 Climate Change CDP Response Protecting Our Environment – Our EHS Vision – KPIs and Goals Sustainability/ESG Data Summary

UN Sustainable Development Goals Relevant to Danaher

	Sustainable Development Goal	Response
	Goal 3 - Good Health and Well-Being Ensure healthy lives and promote well-being for all at all ages	Community Impact Statement From Our CEO Danaher at a Glance – Our Businesses Innovating Products That Improve Lives and Our Planet Building the Best Team – Associate Engagement; In Our Communities Protecting Our Environment – Our EHS Vision – Policies Sustainability/ESG Data Summary
	Goal 4 - Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Community Impact Statement Building the Best Team – Associate Engagement; In Our Communities
	Goal 5 - Gender Equality Achieve gender equality and empower all women and girls	Diversity, Equity and Inclusion Policy Building the Best Team – Talent Recruitment; Associate Engagement; Diversity + Inclusion Foundational Elements – Board Selection, Composition and Refreshment Sustainability/ESG Data Summary
	Goal 6 - Clean Water and Sanitation Ensure access to water and sanitation for all	Community Impact Statement Danaher at a Glance – Our Businesses – Environmental & Applied Solutions (Water Quality) Innovating Products That Improve Lives and Our Planet – Environmental & Applied Solutions Protecting Our Environment – Our Operating Companies Lead the Way; Helping Our Customers Reduce Environmental Impact
	Goal 8 - Decent Work and Economic Growth Promote inclusive and sustainable economic growth, employment and decent work for all	Danaher Code of Conduct Diversity, Equity and Inclusion Policy Danaher at a Glance – Our Businesses Innovating Products That Improve Lives and Our Planet Building the Best Team – Associate Engagement; Diversity + Inclusion; Motivating and Rewarding Performance
	Goal 9 - Industry, Innovation and Infrastructure Build resilient infrastructure, promote sustainable industrialization and foster innovation	Community Impact Statement Danaher at a Glance – Our Businesses Innovating Products That Improve Lives and Our Planet
	Goal 10 - Reduced Inequalities Reduced inequalities within and among countries	Diversity, Equity and Inclusion Policy Building the Best Team – Talent Recruitment; Associate Engagement; Diversity + Inclusion Sustainability/ESG Data Summary

UN Sustainable Development Goals Relevant to Danaher (continued)

Sustainable Development Goal	Response
 <p>Goal 12 – Responsible Consumption and Production Ensure sustainable consumption and production patterns</p>	<p>Sustainability Policy Innovating Products That Improve Lives and Our Planet – Environmental and Applied Solutions Protecting Our Environment – Our EHS Vision – KPIs and Goals; EHS Management Programs; Helping Our Customers Reduce Their Environmental Impact Sustainability/ESG Data Summary</p>
 <p>Goal 13 – Climate Action Take urgent action to combat climate change and its impacts</p>	<p>Sustainability Policy From Our CEO Innovating Products That Improve Lives and Our Planet – Environmental and Applied Solutions Protecting Our Environment – Our EHS Vision – KPIs and Goals; EHS Management Programs Foundational Elements – Risk Oversight – Climate Risks and Opportunities Sustainability/ESG Data Summary</p>
 <p>Goal 14 – Life Below Water Conserve and sustainably use the oceans, seas and marine resources</p>	<p>Danaher at a Glance – Our Businesses – Environmental & Applied Solutions (Water Quality) Innovating Products That Improve Lives and Our Planet – Environmental & Applied Solutions</p>

Appendix B: Sustainability & ESG Data Summary



Sete Cidades in the Azores, Portugal by Aditya Jha, Leica Biosystems associate

Team	89
Environment	92

Foundational Elements	93
Financial Results	95

Pillar	Category	Metric	Unit	2019	2020	2021	Goal	Timeframe	
 Team	Associate Demographics	Total Associates (Global)	# of associates	60,000	69,000	80,000	—	—	
		North America	# of associates	22,600	25,500	32,000	—	—	
			% of total	38%	37%	40%	—	—	
		Western Europe	# of associates	18,000	22,000	24,000	—	—	
			% of total	30%	32%	30%	—	—	
		High Growth Markets	# of associates	17,000	18,500	21,000	—	—	
			% of total	28%	27%	26%	—	—	
		Other Developed Markets	# of associates	2,500	3,000	3,000	—	—	
			% of total	4%	4%	4%	—	—	
		Full Time Associates (Global)	# of associates	58,000	67,000	78,000	—	—	
		Part Time Associates (Global)	# of associates	2,000	2,000	2,000	—	—	
		Temporary Workers (Global)	# of associates	1,600	1,500	900	—	—	
		Unionized Associates (U.S., hourly-rated)	# of associates	—	300	400	—	—	
		Associate Tenure (Global Average)	Years	8	8	7	—	—	
		Countries With Danaher Locations	# of countries	—	65	67	—	—	
		Languages Spoken by Associates	# of languages	—	>20	>20	—	—	
		18 - 20 years old (Global)	% of associates	—	—	1%	—	—	
		21 - 30 years old (Global)	% of associates	—	—	17%	—	—	
		31 - 40 years old (Global)	% of associates	—	—	32%	—	—	
		41 - 50 years old (Global)	% of associates	—	—	25%	—	—	
		51 - 60 years old (Global)	% of associates	—	—	19%	—	—	
		61 - 64 years old (Global)	% of associates	—	—	4%	—	—	
		65+ years old (Global)	% of associates	—	—	2%	—	—	
		Internal Fill Rate	Executives & Senior Leaders	% of open roles filled internally	74%	78%	76%	≥75%	Annual
			Manager	% of open roles filled internally	75%	77%	72%	—	—
		New Hires	Total External New Hires (Global)	# of associates	—	—	19,800	—	—
			North America	# of associates	—	—	10,200	—	—
Western Europe	# of associates		—	—	3,800	—	—		
High Growth Markets	# of associates		—	—	5,400	—	—		
Other Developed Markets	# of associates		—	—	400	—	—		
Global Women New Hires	% of total global external new hires		—	—	43%	—	—		
U.S. Diverse New Hires (women and/or people of color)	% of total U.S. external new hires		—	—	74%	—	—		
U.S. People of Color New Hires	% of total U.S. external new hires		—	—	57%	—	—		

Pillar	Category	Metric	Unit	2019	2020	2021	Goal	Timeframe	
 Team	Turnover	Voluntary Turnover	% of associates	7.0%	4.8%	8.0%	≤5%	Annual	
		Involuntary Turnover	% of associates	5.2%	5.1%	3.5%	—	—	
	Engagement	Engagement Index	%	72%	79%	78%	—	—	
		Engagement Index Improvement/Decline (vs. prior year)	Percentage points	+4	+7	-1	—	—	
		Direct Supervisor Effectiveness Index	%	77%	82%	83%	—	—	
		Diversity Index	%	83%	88%	89%	—	—	
		Inclusion Index	%	82%	86%	86%	—	—	
	Pay Equity*	U.S. Women Weighted Median Base Pay vs Male Associates	%	—	100%	100%	100%	Annual	
		U.S. Black, Asian and Hispanic/Latinx Weighted Median Base Pay vs White Associates	%	—	>100%	>100%	100%	Annual	
	Associate Resource Groups (ARGs)	Asian Descent + Friends (US & Canada)	% increase in # of members year-over-year	—	165%	130%	—	—	
		Black + Friends (US & Canada)	% increase in # of members year-over-year	—	350%	130%	—	—	
		Latinx + Friends (US & Canada)	% increase in # of members year-over-year	—	155%	170%	—	—	
		LGBTQ + Friends (US & Canada)	% increase in # of members year-over-year	—	220%	50%	—	—	
		Women + Friends (US & Canada)	% increase in # of members year-over-year	—	185%	110%	—	—	
	Diversity Representation	Global Women		% of total	35%	36%	37%	40%	2025
		Executives & Senior Leaders	% of total	26%	29%	31%	—	—	
		Managers	% of total	29%	31%	33%	—	—	
		Individual Contributors	% of total	36%	37%	39%	—	—	
		North America		% of total	36%	36%	38%	—	—
		Western Europe		% of total	34%	36%	37%	—	—
		High Growth Markets		% of total	35%	37%	39%	—	—
		Other Developed Markets		% of total	25%	27%	27%	—	—
		U.S. People of Color		% of total	33%	33%	39%	38%	2025
Executives & Senior Leaders		% of total	18%	18%	22%	—	—		
Managers		% of total	25%	27%	31%	—	—		
Individual Contributors		% of total	35%	35%	41%	—	—		

* 2021 figures also include short-term incentive compensation (STI)

Pillar	Category	Metric	Unit	2019	2020	2021	Goal	Timeframe
 Team	Diversity Representation (continued)	U.S. Associates	# of associates	21,300	24,000	29,600	—	—
		White	% of total	61%	61%	55%	—	—
		Executives & Senior Leaders	% of total	76%	76%	74%	—	—
		Managers	% of total	71%	69%	64%	—	—
		Individual Contributors	% of total	59%	60%	54%	—	—
		Asian	% of total	14%	15%	18%	—	—
		Executives & Senior Leaders	% of total	11%	11%	13%	—	—
		Managers	% of total	12%	13%	16%	—	—
		Individual Contributors	% of total	14%	15%	19%	—	—
		Hispanic/Latinx	% of total	12%	11%	11%	—	—
		Executives & Senior Leaders	% of total	4%	4%	4%	—	—
		Managers	% of total	8%	8%	8%	—	—
		Individual Contributors	% of total	12%	12%	12%	—	—
		Black	% of total	5%	6%	7%	—	—
		Executives & Senior Leaders	% of total	3%	3%	4%	—	—
		Managers	% of total	3%	3%	4%	—	—
		Individual Contributors	% of total	6%	6%	7%	—	—
		American Indian/Alaskan Native	% of total	<1%	<1%	<1%	—	—
		Executives & Senior Leaders	% of total	<1%	<1%	<1%	—	—
		Managers	% of total	<1%	<1%	<1%	—	—
Individual Contributors	% of total	<1%	<1%	<1%	—	—		
Native Hawaiian/Other Pacific Islander	% of total	<1%	1%	1%	—	—		
Executives & Senior Leaders	% of total	<1%	<1%	<1%	—	—		
Managers	% of total	<1%	<1%	1%	—	—		
Individual Contributors	% of total	<1%	1%	1%	—	—		
Two or More	% of total	2%	2%	2%	—	—		
Not Specified	% of total	6%	5%	5%	—	—		

Pillar	Category	Metric	Unit	2019	2020	2021	Goal	Timeframe
 Environment	Environmental Metrics	Total Energy Use	GJ	4,391,115	4,558,497	5,173,639	—	—
		Total Energy Use (intensity)	GJ per million USD revenue	247.8	238.9	186.7	—	—
		Reduction vs. 2019	%	—	—	-24.7%	*	*
		Direct Energy Use	GJ	2,102,274	2,103,395	2,392,801	—	—
		Indirect Energy Use	GJ	2,288,841	2,455,102	2,780,838	—	—
		Total GHG Emissions, Scope 1 and 2 Location Based	Metric tons CO ₂ e	336,561	349,682	372,468	*	*
		Total GHG Emissions, Scope 1 and 2 Location Based (intensity)	Metric tons CO ₂ e per million USD revenue	19.0	18.3	13.4	—	—
		Reduction vs. 2019	%	—	—	-29.3%	*	*
		GHG Emissions, Scope 1	Metric tons CO ₂ e	138,341	141,040	155,974	—	—
		GHG Emissions, Scope 1 (intensity)	Metric tons CO ₂ e per million USD revenue	7.8	7.4	5.6	—	—
		GHG Emissions, Scope 2 Location Based	Metric tons CO ₂ e	198,220	208,642	216,493	—	—
		GHG Emissions, Scope 2 Location Based (intensity)	Metric tons CO ₂ e per million USD revenue	11.2	10.9	7.8	—	—
		GHG Emissions, Scope 2 Market Based	Metric tons CO ₂ e	219,166	233,726	226,042	—	—
		GHG Emissions, Scope 2 Market Based (intensity)	Metric tons CO ₂ e per million USD revenue	12.4	12.3	8.2	—	—
		Total Waste Generated	Metric tons	49,477	64,271	76,255	—	—
		Total Waste Generated (intensity)	Metric tons per million USD revenue	2.8	3.4	2.8	—	—
		Non-hazardous/Non-regulated Waste Generated	Metric tons	30,195	36,578	41,322	—	—
		Non-hazardous/Non-regulated Waste Diverted From Disposal	Metric tons	18,094	24,950	28,896	—	—
		Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration	Metric tons	12,101	11,628	12,426	—	—
		% of Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration	% of Total Waste Generated	40.1%	31.8%	30.1%	—	—
		Reduction vs. 2019 baseline	%	—	—	-10%**	-15%	2024 vs. 2019
		Hazardous/Regulated Waste Generated	Metric tons	19,282	27,693	34,933	—	—
		Hazardous/Regulated Waste Sent to Landfill or Incineration	Metric tons	8,124	8,659	14,567	—	—
Hazardous/Regulated Waste Diverted From Disposal	Metric tons	11,159	19,034	20,366	—	—		
Total Water Use	Cubic meters	4,275,447	6,120,486	6,818,699	—	—		
Total Water Use (intensity)	Cubic meters per million USD revenue	241.3	320.7	246.0	—	—		

* In September 2022, Danaher announced a new 2032 goal to reduce Scope 1 and 2 GHG emissions by 50.4% (on an absolute basis) compared to 2021 levels. This new goal supersedes the company's prior intensity-based GHG and energy reduction targets.

** Due to a calculation error, a previous version of this Report incorrectly indicated that the percentage of non-hazardous/non-regulated waste sent to landfill or incineration declined by 24.9% in 2021 compared to the baseline year of 2019.

Pillar	Category	Metric	Unit	2019	2020	2021	Goal	Timeframe
 Environment	Health and Safety Performance	Total Recordable Incident Rate (TRIR)	See accompanying "Notes"	0.68	0.54	0.51	—	—
		Reduction	%	—	-21% y/y	-6% y/y	—	—
		Days Away Restricted or Transferred (DART)	See accompanying "Notes"	0.47	0.34	0.37	—	—
		Reduction	%	—	-28% y/y	+9% y/y	—	—
	EHS Management Program Certifications	Total EHS Significant Manufacturing & Assembly Sites (Globally)	# of sites	—	177	149	—	—
		ISO 14001 Certified	# of sites	—	50	56	—	—
		ISO 45001 Certified	# of sites	—	17	19	—	—
ISO 50001 Certified		# of sites	—	6	5	—	—	

 Foundational Elements	Speak Up! Compliance Reporting	Speak Up! Reports Received and Investigated	# of reports	>850	>850	>980	—	—
		Speak Up! Reports Received per 100 Danaher Associates	# of reports per 100 associates	1.5	1.3	1.4	≥1.0	Annual
		Self-Identifying Reporters	% of total reporters	42%	46%	46%	>40%	Annual
	Code of Conduct	In-scope Associates Who Completed Code of Conduct and Related Certification	% of total in-scope associates	98%	98%	99%	—	—
	Board of Directors	Female Directors	# of Directors	—	4	4	—	—
			% of total	—	31%	29%	—	—
		Racially/Ethnically Diverse Directors	# of Directors	—	3	4	—	—
			% of total	—	23%	29%	—	—
		Directors Born Outside of the U.S.	# of Directors	—	3	4	—	—
			% of total	—	23%	29%	—	—
Independent Directors Under 50 Years Old	# of Directors	—	2	3	—	—		
	% of total Independent Directors	—	20%	27%	—	—		

Pillar	Category	Metric	Unit	2019	2020	2021	Goal	Timeframe		
 Foundational Elements	Medical Device Product Quality	Management Program Certification	ISO 13485 Certification	% of total in-scope facilities that are certified	—	100%	100%	100%	Annual	
		FDA Registered Sites	Total	# of sites	56	53	57	—	—	
		Classified by highest-risk device produced at site (2021 data is as of April 2022)	Life Sciences Segment	High (III)	# of sites	19	17	18	—	—
				Medium (II)	# of sites	10	9	9	—	—
				Low (I)	# of sites	9	8	9	—	—
			Diagnostics Segment	High (III)	# of sites	36	35	38	—	—
				Medium (II)	# of sites	2	2	3	—	—
				Low (I)	# of sites	26	24	27	—	—
			Environmental & Applied Solutions Segment - Water Quality Platform	High (III)	# of sites	8	9	8	—	—
				Medium (II)	# of sites	1	1	1	—	—
				Low (I)	# of sites	0	0	0	—	—
			Environmental & Applied Solutions Segment - Product Identification Platform	High (III)	# of sites	0	0	0	—	—
				Medium (II)	# of sites	1	1	1	—	—
				Low (I)	# of sites	0	0	0	—	—
			FDA Inspection Results	Consent Decrees	# of decrees	0	0	0	0	Annual
				Warning Letters	# of letters	0	0	0	0	Annual
				483 Observations	# of observations	4	0	2	0	Annual
		FDA Recalls	Total FDA Recalls	# of recalls	17	23	18	—	—	
			Class I	# of recalls	0	0	0	—	—	
			Class II	# of recalls	17	22	18	—	—	
			Class III	# of recalls	0	1	0	—	—	
FDA Initiated	# of recalls		0	0	0	—	—			
	Seizures/Consent Decrees	# of seizures/decrees	0	0	0	—	—			

Pillar	Category	Metric	Unit	2019	2020	2021	Goal	Timeframe
Financial Results	Revenue	Danaher	USD billion	17.9	22.3	29.5	—	—
		Life Sciences Segment	USD billion	7.0	10.6	15.0	—	—
		Diagnostics Segment	USD billion	6.6	7.4	9.8	—	—
		Environmental & Applied Solutions Segment	USD billion	4.4	4.3	4.7	—	—
	Supply Chain	Annual Spend	USD billion	—	8.2	9.1	—	—
		Global Suppliers	# of suppliers	—	>80,000	>80,000	—	—

Notes to Sustainability & ESG Data Summary

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



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Sustainability

This sustainability report, along with all past reports, can be viewed at <https://danaher.com/sustainability>

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