Sustainability Report 2024

Innovation at the speed of life.

danaher

All of the photographs featured throughout this report were taken by our associates, or feature Danaher associates and products 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.

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This report covers the reporting period from January 1, 2023 through December 31, 2023, as well as select subsequent developments. This report also constitutes statutory reporting on corporate responsibility cf. §99A of the Danish Financial Statements Act.

Bass Harbor Lighthouse in Acadia National Park, Maine by Kurt Banker, Cytiva associate

From our CEO

At the heart of everything we do at Danaher is our commitment to continuous improvement, and our sustainability program exemplifies this commitment. While our sustainability journey has been underway for quite some time, we remain focused on making meaningful incremental progress every day, every month and every year. I am proud to share Danaher's key accomplishments since we published our 2023 sustainability report:

Innovating products that improve lives and our planet

As a life sciences and diagnostics innovator, Danaher deploys leading-edge science and technology to improve human health. But we feel compelled to do even more—to innovate life-changing products that also consider the needs of our planet and communities. To that end, over the past 18 months we have updated our DBS product development tools to explicitly prompt consideration of our customers' sustainability needs at key junctures in the product design, development and launch processes. And in 2025, we expect to add elements related to product sustainability to our annual strategy planning process.

Building the best team

We know that diverse and inclusive teams of exceptional associates create real innovation breakthroughs. By encouraging all voices to be heard, we can make room for bigger ideas and better solutions for our customers' complex challenges. Reflecting this commitment, we continued to make progress toward our 2025 diversity, equity and inclusion goals. In 2023 we increased female representation in our global workforce to 40% and U.S. People of Color (POC) representation to 42%, and more than two-thirds of our U.S. new hires were women and/or People of Color. We also maintained total direct compensation pay equity for women globally and for racial and ethnic minorities in the U.S.

Protecting our environment

At the beginning of 2024, Danaher committed to set science-based greenhouse gas (GHG) emission reduction targets in line with the Science Based Targets initiative (SBTi), including a long-term target to reach net-zero value chain emissions by no later than 2050. Our pledge encompasses Scope 1, 2 and 3 GHG emissions and complements our existing commitment to reduce Scope 1 and 2 GHG emissions on an absolute basis by 50.4% by 2032 compared to 2021. The Danaher Business System is a uniquely powerful system for supporting our decarbonization ambitions, and throughout the year we continued to develop and deploy domain-specific DBS tools and processes to drive efficient progress toward our goals.

We also share in this report the results of Danaher's first annual enterprise-wide climate risk and opportunity assessment, a program based on recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

Foundational elements: supply chain sustainability

Danaher's extensive, complex network of supplier relationships are critical to our success. We conducted business with over 50,000 suppliers globally in 2023, comprising $8 billion of supply chain spending. In partnership with EcoVadis, we assessed and rated the sustainability practices of suppliers representing 75% of our annual supplier spend by the end of 2023.

Innovation at the speed of life

As a leading global life sciences and diagnostics innovator, Danaher is uniquely positioned to accelerate the power of science and technology to improve human health. We know that when we bring together the passion and dedication of our teams, the scope and scale of our innovations, 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.
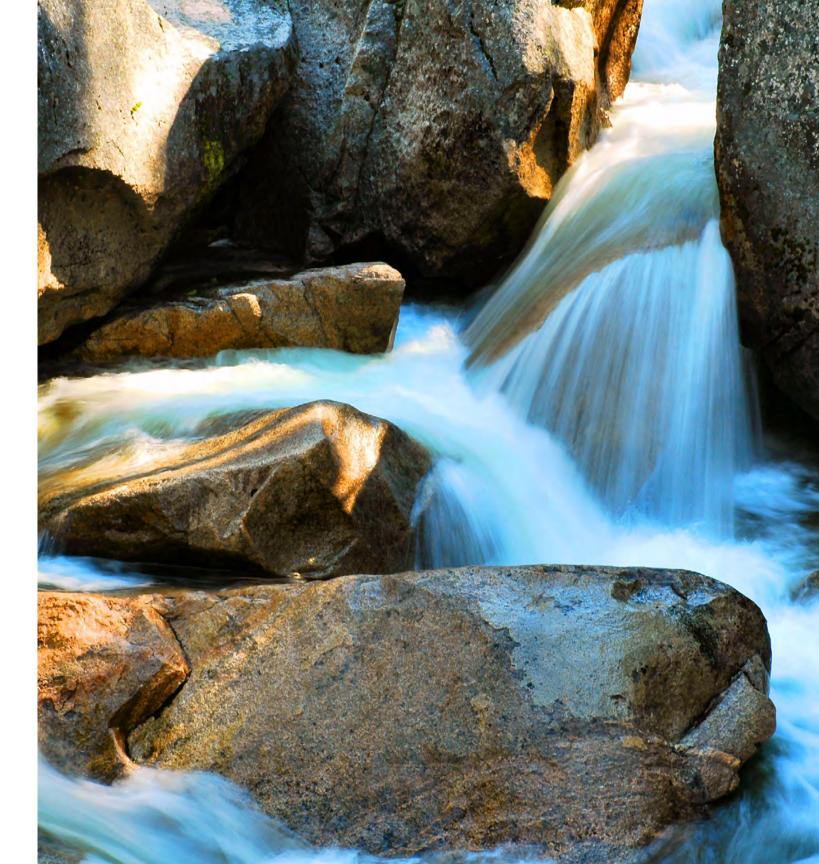
Rainer M. Blair

Rainer M. Blair
President and CEO, Danaher Corporation

Danaher at a glance

The Flow of Nature in Yosemite National Park by Brian Peterson, SCIEX associate

2023 Highlights

Danaher is a leading global life sciences and diagnostics innovator, helping to solve many of the world's most important health challenges. We work to improve quality of life for billions of people today, while setting the foundation for a healthier, more sustainable tomorrow.

63,000 Associates

15+ Operating companies

$23.9 Billion — Danaher 2023 Revenue

Danaher is comprised of a diverse set of businesses across biotechnology, diagnostics, and life sciences united by a shared commitment to innovate for tangible impact.

Biotechnology

cytiva

$7.2 Billion Revenue

Life Sciences

SCIEX · PALL · phenomenex · Leica MICROSYSTEMS · BECKMAN COULTER Life Sciences · aldevron · IDT INTEGRATED DNA TECHNOLOGIES · IDBS · MOLECULAR DEVICES

$7.1 Billion Revenue

Diagnostics

BECKMAN COULTER · Cepheid · Leica BIOSYSTEMS · Mammotome · HemoCue · RADIOMETER

$9.6 Billion Revenue

How we work

Innovation at the speed of life

"The Danaher you see today is purpose-built to help customers solve some of the most important health challenges impacting patients around the world."

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 best team wins

customers talk, we listen

kaizen is our way of life

innovation defines our future

we compete for shareholders

The Danaher Business System

The Danaher Business System (DBS) has been the foundation of our performance and culture since our company's earliest day. DBS is how we meet the ever-changing needs of our customers, partners and associates. We view our work through the lens of DBS—constantly learning, iterating and improving ourselves so we can help our customers solve their greatest challenges. This way of working fuels meaningful advancements—helping us innovate groundbreaking products and solutions, reduce the time needed to bring these products and solutions to market and shrink delivery lead times.
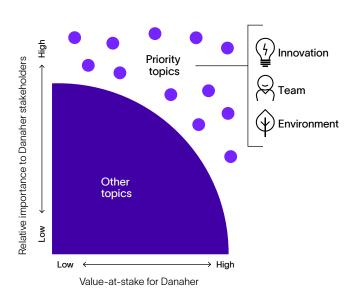
kaizen   **dbs**   culture

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

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:
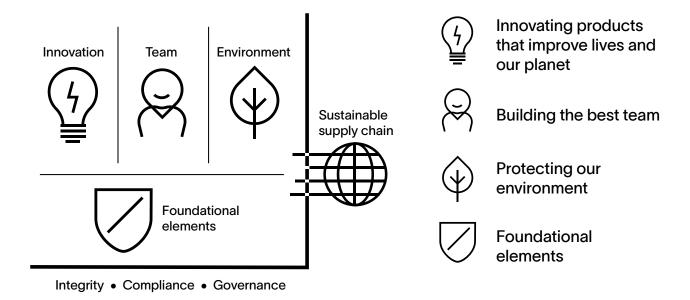

- Surveys of approximately 300 Danaher associates across all of our major businesses and geographies
- Approximately 125 interviews and surveys with internal and external stakeholders including investors, customers, regulators and third-party rating firms
- Extensive benchmarking of the sustainability 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 priority topics pictured above.

Our sustainability strategy and pillars

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

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.

Supporting the UN sustainable development goals

Our sustainability pillars	Our 2023-2024 progress	Key goals	Supporting UN SDGs
Innovating products that improve lives and our planet	• $1.5 billion in 2023 R&D spend • Updated our DBS product development tools to drive focus on customer sustainability needs • Our products and solutions continued to meaningfully improve quality of life around the world	—	
Building the best team	• 63,000 associates in more than 50 countries • Invested nearly $12 million in our communities in 2023, focused on Building a Diverse, STEM-ready Workforce, Advancing Healthcare Innovation and Protecting the Environment • Adopted a Diversity, Equity and Inclusion Policy • 40% of 2023 global new hires were women, and at the end of 2023 women represented 40% of our global workforce • 68% of 2023 U.S. new hires were women and/or People of Color (POC), and at the end of 2023 POCs represented 42% of our U.S. workforce • Maintained total direct compensation pay equity for women globally and for racial and ethnic minorities in the U.S.	• Women represent 40% of global workforce by 2025 • POC represent 38% of U.S. workforce by 2025 • 100% total direct compensation pay equity annually	
Protecting our environment	• Committed to set science-based greenhouse gas (GHG) emission reduction targets in line with the SBTi, including a long-term target to reach net-zero value chain emissions by no later than 2050 • Our net-zero commitment complements our existing Scope 1 and 2 GHG emissions reduction goal, as indicated to the right. Our 2023 Scope 1 and 2 GHG emissions represented a 20.3% reduction compared to 2021. • Launched annual, enterprise-wide TCFD-based climate risk and opportunity assessment program • Launched DBS Water Stewardship Tool • Reduced percentage of non-hazardous/non-regulated waste sent to landfill or incineration by 30% in 2023 compared to 2019	• 50.4% reduction of Scope 1 and 2 GHG emissions on an absolute basis by 2032 (compared to 2021) • 15% reduction in percentage of non-hazardous/non-regulated waste sent to landfill or incineration by 2024 (compared to 2019)	
Foundational elements	• In partnership with EcoVadis, assessed sustainability practices of suppliers representing 75% of our annual supplier spend in 2023	• 80% EcoVadis coverage of annual supplier spend	

This table summarizes our 2023-2024 progress. Please click on each example for more detailed information that is provided in this report.

Innovating products that improve lives and our planet

Under the Dome in Þykkvabær, Iceland by Kurt Banker, Cytiva associate

Innovation defines our future

One of Danaher's Core Values is innovation defines our future. Innovation drives us forward, fueling breakthrough solutions that enhance quality of life today and set the foundation for a better world for future generations.

Cytiva associate Ana Rita Charneca at Cytiva's Center of Excellence in Portsmouth, U.K.

Innovation at Danaher is the outcome of the right strategy, processes, and culture.

The DBS Innovation Engine encompasses all of these elements and is 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 bring our innovation strategy, organization, talent and culture to life.

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 type, 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

Doing even more: product sustainability

Using the powerful tools described above, we've invested billions of dollars to develop a product portfolio that today and for decades to come will support solutions to many of our world's most critical healthcare challenges.

But we feel we can do even more. We can innovate life-changing products that also consider needs of our planet and our communities.

In 2023, we updated the DBS tools that govern how we develop commercial strategy, discern customer insights, and define, test, design and launch products to specifically prompt consideration of customer sustainability needs at key junctures in the process. Focused on our sales, R&D, product planning, marketing and service teams, key elements of the updates include the following:

Commercial strategy
We've updated our tools that drive innovation strategy to identify the capabilities and analytical framework required to achieve valuable product differentiation based on sustainability.

Customer insights
Our customer insight tool updates prompt analysis of customer frustrations to identify sustainability-related needs.

Product definition and testing
We've updated our product definition and testing tools to prompt consideration of product attributes that will address customer sustainability priorities.

Product design and launch
Our product design and launch tool updates help ensure that sustainability is embedded in the entire product realization value stream, from concept to delivery. This includes consideration of sustainability matters across the entire life cycle of the product, from manufacturing, packaging and distribution to use. It also includes consideration of how to define the sustainability value proposition and how it will be communicated to customers.

In 2025, we expect to add elements related to product sustainability to our annual strategy planning process.

Danaher Beacons program

Academic partnerships for breakthrough science

Our Beacons program invests in pioneering academic research, with the goal of developing innovative technologies and applications for human health. Partnership focus areas include genomic medicines, precision diagnostics, next-generation biomanufacturing, human systems and data sciences.

Learn more about our Beacons:
Brain injury diagnostics with Johns Hopkins University
Next-gen toxicity testing with Cincinnati Children's
CRISPR cures with Innovative Genomics Institute (IGI)
Sepsis subtyping innovation with Oxford University
Cell therapy manufacturing with University of Pennsylvania
Gene therapy innovation with Duke University

"Collaboration is key to advancing science, and visionary academic leaders are a primary source of innovative solutions for tomorrow's medicines."

Vanessa Almendro-Navarro
Vice President, Science & Technology Innovation, Danaher Corporation

Jennifer Doudna holds a CRISPR model,
Innovative Genomics Institute, UC Berkeley.

Our innovative products

In the following pages, we illustrate the impact of the DBS tools described above. We offer examples of breakthrough innovations in each of our business segments and quantify the tremendous positive impact Danaher has on the world.

This impact data and 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.

Accelerating microscopy workflows

Leica Microsystems 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.
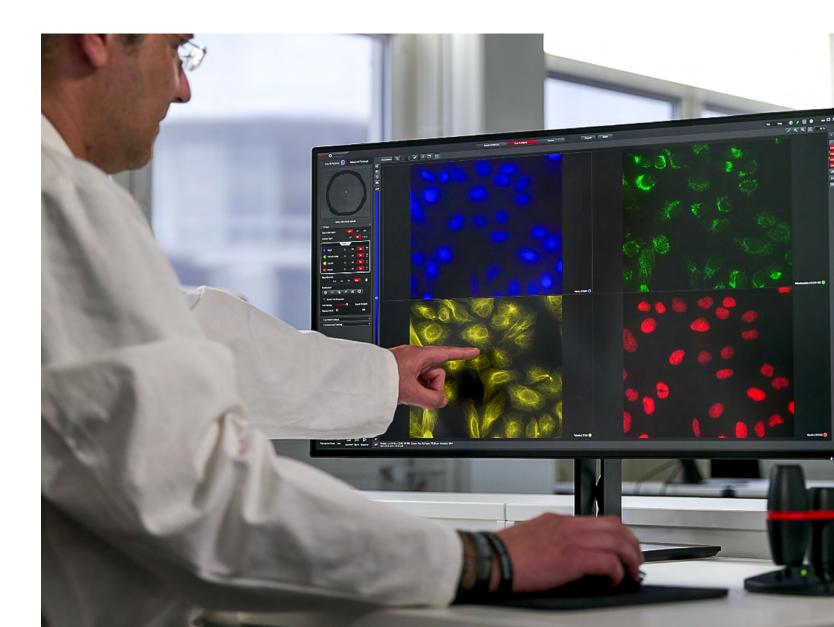
Providing a better cell model

Drug efficacy and toxicity testing often rely on immortalized cell lines or animal models that don't closely mimic complex human biology. This can lead to inaccurate predictions of a drug's potential effectiveness and extend drug development timelines. Patient-derived organoids (PDO) are three-dimensional tissue cultures that more closely mirror human organ function, making them a preferred alternative cell model for this type of testing. Studies have confirmed that if a drug was effective on a PDO it was 90% likely to work on a patient. **Molecular Devices** is the only provider with the expertise and capabilities to produce PDOs at commercial scale, helping accelerate the adoption of organoids for research and potentially eliminating the use of more than 150 million animals for clinical testing.

55%

of scientific articles published in 2023 on the latest microscopy-based findings in cancer research referenced the use of **Leica Microsystems'** products and solutions.

Harnessing AI to
fast-track discoveries

Leica Microsystems' Aivia AI Image Analysis Software makes AI-enhanced image analysis accessible for all biologists—with no computer science expertise required. Aivia's powerful platform unifies multiple imaging, analysis and interpretation applications into one, allowing researchers to focus on critical innovation and discovery instead of learning how to operate and integrate multiple disparate systems into their imaging workflow. Aivia's AI-first software architecture leverages deep learning and machine learning capabilities to generate robust, high-quality results quickly and reliably, which speeds up complex imaging projects to support faster publication-ready research results and, ultimately, more breakthrough discoveries.

Accelerating breakthrough treatments' path to the clinic

IDT and **Aldevron** have partnered to expand key CRISPR solutions for cell and gene therapy customers, ultimately helping to accelerate this research worldwide and advance the future of genomic medicine. Combining their respective manufacturing strengths—IDT's expertise in CRISPR chemistry and oligo production, and Aldevron's current good manufacturing practice (cGMP) CRISPR nuclease and ribonucleoprotein production—enables customers to more efficiently and expeditiously translate their projects from research breakthroughs to potential life-saving treatments. Customers investigating genetic and inherited diseases can now purchase both research grade and full cGMP Aldevron CRISPR nucleases through IDT, accelerating researchers' path to the clinic by including cGMP quality documentation required for regulatory findings.

Expanding production of life-saving therapeutics

Aldevron's "sequence-to-vial" mRNA capabilities in Fargo, North Dakota enable the entire production of mRNA vaccines and therapeutics to be done on-site without using contract manufacturers or third-party testing labs. The ability to support the entire mRNA drug product life cycle eliminates the need for transportation between production facilities and related downtime and risk. This end-to-end capability can reduce customers' drug production program timelines by 30% to 50%, ultimately enabling more of these life-saving treatments to reach more patients, faster.

100%

Every FDA-approved cell and gene therapy drug manufacturer relies on one or more **Danaher Genomic Medicines** companies.

Aldevron team piloting mRNA sequence-to-vial capabilities in Fargo, North Dakota

"Flex" manufacturing of biopharmaceuticals

Cytiva's revolutionary FlexFactory™ solution reduces the time to set up new biomanufacturing capacity from 18 to 36 months to under 12 months. It supports biopharma companies that are expanding their capacity and capabilities or shifting from traditional stainless-steel infrastructure to single-use technologies for the production of a wide range of both traditional and innovative new therapies. Using FlexFactory™, a biopharma company can establish identical drug manufacturing infrastructure in any number of locations around the world, helping to rapidly increase manufacturing capacity, ensure consistency of drug quality, reduce time to market and reduce costs by up to 50%.

Accelerating monoclonal antibody development

During the production of monoclonal antibody (mAb) biopharmaceuticals, the purification process typically uses chromatography resins. These resins leach molecules, which needs to be carefully monitored, measured and disclosed to regulators. In the absence of commercially available assays that address this need, manufacturers previously had no choice but to design their own complex, time-consuming and costly solutions. Cytiva's PrismA ELISA Kit is a ready-to-use assay that addresses this need, can be easily plugged into existing workflows and supports regulatory requirements—ultimately getting life-saving therapies to patients sooner. From concept to launch, this kit was also developed with sustainability in mind: it consists of recyclable materials, biodegradable reagents and reduced buffer volumes to minimize its environmental impact.

>90%

Danaher Biotechnology businesses supported more than 90% of the global production volume of approved monoclonal antibodies in 2023.

Cytiva associates at our facility in Marlborough, Massachusetts

Best-in-class productivity for clinical testing

Given diagnostic testing surges and increasing financial pressures, clinical laboratories are challenged to improve productivity and throughput with fewer resources. **Beckman Coulter**'s DxI 9000 Immunoassay Analyzer* provides industry-leading high-throughput of up to 450 tests per hour. With the introduction of new technology to support high sensitivity assays, the system also optimizes reagent consumption, reduces use of cleaning solutions by up to 30% and improves yields and traceability. The DxI 9000 analyzer also reduces downtime by eliminating daily maintenance and providing earlier error detection and resolutions with remote real-time system monitoring. In addition to the DxI 9000 analyzer's industry-leading productivity, its ability to support increasingly sensitive testing requirements solidifies its importance to healthcare providers and pharmaceutical companies tackling the world's most challenging diseases.

* Registered name: DxI 9000 Access Immunoassay Analyzer

Advancing cancer diagnostics and improving lives

Each year nearly 20 million people around the world receive a devastating positive cancer diagnosis, the result of a complex process that often spans several weeks and involves multiple health specialties including lab and pathology professionals. This delay is extremely stressful for patients, and clinicians typically cannot start treatment without an accurate diagnosis. **Leica Biosystems**' Aperio GT 450 is an automated, high-capacity digital pathology slide scanner that meaningfully advances digital pathology as a standard of care for clinicians. Digital pathology provides many benefits to clinicians—including improving analytical capabilities through predictive algorithms, enhancing slide imaging and increasing productivity—all of which help provide a more accurate and timely diagnosis to patients.

>1 Million

Over 1 million diagnostic tests per hour are performed on **Beckman Coulter Diagnostics** instruments around the world.

>1.5 Million

Danaher Diagnostics companies enable more than 1.5 million tests for cancer every week.

Improving acute care diagnostics

RADIOMETER

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 lab-quality results at the point-of-care enable clinicians to accurately diagnose patients and move to effective, life-saving treatments faster.

Advancing HIV diagnosis

BECKMAN
COULTER
Life Sciences

Beckman Coulter Life Sciences' AQUIOS CL Flow Cytometer further automates the workflow for advanced HIV diagnostic testing and is the only high-throughput testing application approved by the World Health Organization (WHO) for severe HIV. Six out of ten countries with the highest burdens of HIV/AIDS have standardized their testing on AQUIOS CL. By combining automated sample loading, sample preparation and cellular analysis into one compact system, AQUIOS CL speeds the time-to-result by 50% compared with other methods, enabling earlier intervention with potentially life-saving treatments.

1 Million

Every day, nearly 1 million blood samples are tested around the world using **Radiometer**'s analyzers.

50%

Half of 2023 global testing for patients suspected to have advanced HIV disease relied on **Beckman Coulter Life Sciences** solutions.

>100 Million

Cepheid has delivered more than 100 million tuberculosis test cartridges since 2010.

Improving access to healthcare in developing markets

Access to healthcare and innovative medical technologies is a critically important focus for the global health community and Danaher. One of the most significant opportunities we have to improve healthcare access is through our innovation investments, enabling us to create products and solutions that support the discovery and development of lifesaving treatments and diagnostics.

Anemia is a global health problem affecting over 40% of all preschool-aged children and nearly 40% of pregnant women worldwide. **HemoCue** is dedicated to addressing this health priority with its lab-accurate hemoglobin point-of-care testing. The ability to detect anemia on the spot enables clinicians to provide immediate corrective treatment to improve the health of young children, mothers and babies. In 2023, HemoCue shipped more than 25 million tests to developing markets 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 more than 10 million active TB cases globally go undiagnosed, and over 1.5 million people lose their lives to TB each year. As the global community grapples with this ongoing pandemic 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 WHO endorsement of Cepheid's TB test in 2010 and through partnerships in the world's most TB-challenged geographies, Cepheid has continuously expanded access to testing in countries with a high incidence of TB and other infectious diseases. In 2023, Cepheid began providing its Xpert® MTB/RIF Ultra diagnostic test cartridges at-cost to both the Global Fund and less-developed countries eligible for Cepheid's Global Access Program. This significantly strengthens the longtime partnership between Cepheid and the Global Fund to support even greater access to high-quality TB testing in those communities most in need.

Sunsetting styrofoam packaging

Motivated by the distressing sight of sea turtles eating plastic during a dive trip, a **Cytiva** associate led a collaboration with an external partner to deploy a new cold storage shipping solution that eliminates polystyrene (styrofoam) from all Cytiva secondary packaging. Importantly, this plant-based recyclable liner maintains the low temperatures required to protect Cytiva's products. By 2025, Cytiva aspires to eliminate 60,000 polystyrene shipping boxes per year through this global initiative—the equivalent of 71 shipping containers of styrofoam annually.

Diving in the Taj Mahal Cenote, Mexico by Brenda DeChiaro, Radiometer associate

Danaher's impact

We combine passionate teams, our commitment to continuous improvement, and the bold pursuit of innovative solutions to positively impact lives today and build a foundation for a better tomorrow. Here are just a few of the ways we're doing this across Danaher every day:

>90% — **Danaher Biotechnology** businesses supported more than 90% of the global production volume of approved monoclonal antibodies in 2023.

100% — Every FDA-approved cell and gene therapy drug manufacturer relies on one or more **Danaher Genomic Medicines** companies to support research and/or drug development efforts.

55% — Of the more than 58,000 scientific articles published in 2023 on the latest microscopy-based findings in cancer research, 55% referenced the use of **Leica Microsystems'** products and solutions.

>80% — Over 80% of 2023 FDA-approved cancer drugs are supported by **SCIEX** technology.

>1 Million — Over 1 million diagnostic tests per hour are performed on **Beckman Coulter Diagnostics** instruments around the world.

>1.5 Million — **Danaher Diagnostics** companies enable more than 1.5 million tests for cancer every week.

1 Million — Every day, nearly 1 million blood samples are tested around the world using **Radiometer's** analyzers.

50% — In 2023, half of testing globally for patients suspected to have advanced HIV disease (Stage 3 or 4) relied on **Beckman Coulter Life Sciences** solutions.

>100 Million — **Cepheid** has delivered more than 100 million tuberculosis test cartridges since 2010.

80% — 80% of the U.S. population received municipal drinking water that relied on **Phenomenex** products to test for chemicals and contaminants in 2023.
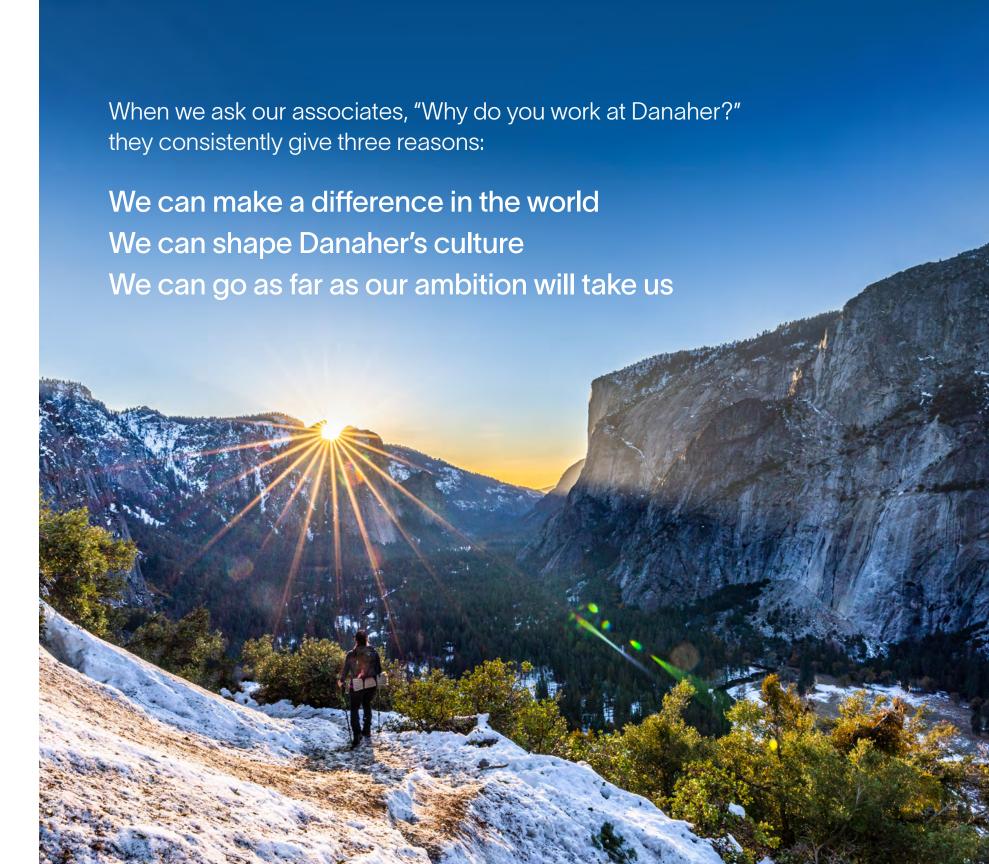
Innovation at the speed of life.

danaher

Building the best team

Embracing Nature's Gifts in Neusiedl am See, Austria by Wolfgang Weinkum, Cytiva associate

Building the best team

At Danaher, our values start with our people. That's why the best team wins is the first of our five Core Values. Our people are the most important part of our strategy, and we invest heavily to recruit, develop, motivate, advance and retain the most talented, diverse team possible.

We know that diverse and inclusive teams of exceptional associates create real innovation breakthroughs by encouraging all voices to be heard, providing room for big ideas and better outcomes that address our customers' complex challenges.

When we ask our associates, "Why do you work at Danaher?" they consistently give three reasons:

We can make a difference in the world
We can shape Danaher's culture
We can go as far as our ambition will take us

Seeking New Horizons in Yosemite National Park by Yvonne Chan, Cepheid associate

We can make a difference in the world

Danaher associates are results-oriented problem-solvers who apply the power of science and technology to improve human health. We come to work every day because of the life-changing impact we can make.

Earlier in this report, we highlighted examples of breakthrough innovations Danaher associates have achieved and some of the collaborative partnerships we're pursuing to improve quality of life around the world.

The Danaher Beacon for Brain Injury Diagnostics is the sixth collaboration in the Danaher Beacons program, which funds product-driven scientific research with globally recognized academic investigators.

"Our latest in vitro diagnostics innovations are improving the detection of specific biomarkers found in blood when brain cells are damaged. We are thrilled to partner with Johns Hopkins with the goal of leveraging these solutions to develop tests for earlier and more precise diagnosis of mild traumatic brain injury, which could ultimately lead to improved treatment outcomes and faster recovery for patients."

Julie Sawyer Montgomery
Executive Vice President, Danaher Corporation

Maharashtra, India by Aniket Wavhal, Cytiva associate

WIN AS ONE TEAM

Beckman Coulter Life Sciences team in Suzhou, China

But what gives us our edge and enables us to make this profound impact? **The Danaher Business System.**

Developed from the principles of lean manufacturing, DBS is our system of continuous improvement and the culture that makes it work. It's our collective heartbeat and shared language across Danaher; a way of working that pushes our associates to create products and services that are high quality, cost-effective and remarkably innovative.

Nichole Halsey, Vice President, DBS, Cepheid, has held several functional and DBS roles in her seventeen years at Danaher. In every role she has leveraged the power of DBS to drive meaningful impact for associates and customers.

"I think DBS is so powerful for two reasons. One is the set of DBS Fundamentals that I can apply in just about every situation. Second, DBS is based on the philosophy of continuous improvement or, put another way, it presumes the need for adaptability. As the needs of our business have changed, I've watched DBS evolve to support those needs and best serve our customers."

Nichole Halsey
Vice President, DBS, Cepheid

Our 2024 CEO Kaizen illustrated the power of DBS and our commitment to continuous improvement at every level of the organization. During this event, every Danaher executive officer and group executive, led by our President & CEO, Rainer Blair, went to *gemba*—"the place where the work is done." Over the course of five weeks, at fourteen of our operating companies around the world, these senior leaders teamed up with over 2,000 associates to tackle several of the most significant opportunities for lasting competitive advantage across our businesses. The event was a tremendous opportunity for our teams to come together and drive transformative progress through DBS—for Danaher, each other, and our customers around the world.

"What we learn during our CEO Kaizen events is that we can push the limits; we can question things and we can then break through and really achieve significant improvements to be more competitive. Kaizen is also about leadership challenging ourselves as teams and ultimately getting better outcomes, and continuing to differentiate Danaher through continuous improvement."

Rainer M. Blair
President and CEO, Danaher Corporation

Molecular Devices kicked off the CEO Kaizen at its San Jose, California site with multiple teams each focused on tackling a different challenge. One team addressed increasing weekly production, another focused on reducing inventory, and a third team sought to improve customer service's 'time for resolution' by more than half.

"Our associates and our customers are going to feel improvements from this kaizen. And that's very special. We established aggressive goals and achieved them, and now we'll rely on DBS to sustain those advancements."

David Pratt
Lean DBS Director in the Danaher DBS Office

Cepheid associates participating in kaizen events

18 Operating Companies

24 Cities

3 Continents

8 Countries

13 Danaher Leadership Team Members

>2000 Participants

We can shape Danaher's culture

Our culture is not static. It is dynamic and evolving—in tandem with our portfolio—and is constantly being shaped by our associates.

Together we strive to create a "culture of AND" that balances performance and people, results and recognition, metrics and meaning. Ultimately, our goal is to build the best workplace with the best people leaders, while ensuring all associates have a voice. In a highly competitive environment for talent, we focus on retaining, motivating and promoting our associates, given the critical role they play in our culture and our success.

Our Associate Engagement Survey is a critical channel for associates to share their feedback, and it's complemented by ongoing conversations between leaders and team members throughout the year. As a result of Engagement Survey feedback and a disciplined approach to acting on that feedback, we developed the Danaher Go internal mobility program in 2018, enhanced our Corporate Giving program in 2020, renewed Danaher's branding in 2023 and continue to evolve the Associate Resource Groups (ARGs) we first established in 2018.

Our ARGs are another powerful tool for promoting inclusion. Danaher ARGs are voluntary, associate-led groups for our underrepresented associates that promote a diverse, equitable and inclusive workplace. 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 broader connections with each other, Danaher leaders and outside professionals. Each of our ARGs is open to those associates who identify with the community as well as "+Friends" and allies, recognizing the importance of broader support for each underrepresented group and the active role our +Friends have on our DE+I journey.

Mammotome team in Cincinnati, Ohio

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.

We strive to not only increase diverse representation on our teams, but to create an environment where associates can bring their authentic selves to work, have a strong sense of belonging, and realize their personal and professional potential to the fullest.

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

"I believe in the mission of our ARG. Being the first ally to serve in a Danaher ARG leadership position is a privilege and gives me the opportunity to enhance our culture of inclusion. True allyship helps remove barriers to inclusivity and enable progress so that no group is left behind. I encourage anyone wishing to become an ally to join an ARG."

Stuart Atkinson
Technical Director – Operations, Cytiva and Women + Friends EU ARG Vice Chair

Diversity is an important part of Ariel Nelson's identity and drive. Ariel, Senior R&D Technician at Pall, serves as the operating company's ARG Champion Network Lead. She shares how her intersectional identity shapes her involvement with DE+I initiatives at work, and why she wants to continue to progress her career at Danaher:

"As I transitioned from school into a career, I didn't know what to expect; especially being a Black LGBTQ+ woman in STEM. Pall's ARG events and inclusive work environment really alleviated my concerns and contributed to me feeling psychologically safe at work. That inspired me to join and lead Pall's ARG Champion Network at my site. I love hosting associate events that advance DE+I and I'm really motivated by these opportunities to highlight our unique intersectionalities, share unique perspectives and bring our authentic selves to work."

Ariel Nelson
Senior R&D Technician, Pall

Pall team in Singapore

One of our most impactful ARG programs has been the *LGBTQ + Friends ARG Reverse Mentorship Program,* in which ARG members mentor leaders across our businesses on LGBTQ+ issues and how to be allies in the workplace. The Reverse Mentorship Program deepens leaders' understanding of and empathy toward experiences different than their own, leaving them with a better understanding of their responsibility to create and promote a culture that respects differences as well as similarities. Our DE+I sponsorship, coaching, mentoring and reverse mentoring programs are key elements of our inclusion strategy.

"Being involved with LGBTQ+ Reverse Mentoring has given me an opportunity to help our leaders lean in and turn their allyship into action. It has been incredibly engaging for me to work with many remarkable leaders who want to build teams with all types of backgrounds who feel they belong here and that they are valued."

Adam C. Dutton
Mammotome Director of Product Reliability

Our annual Day of Understanding (DoU) is another key tool Danaher people leaders use to engage their teams in meaningful discussions around DE+I and our culture. The DoU event was originally created by CEO Action for Diversity & Inclusion™, which brings together CEOs and presidents across more than 2,400 U.S organizations to lead open dialogue and inspire change. DoU stimulates opportunities to address potential bias in the workplace and foster a culture of inclusion and understanding. More than 90% of our 63,000 associates participated in our 2023 DoU event, focused on Persons with Disabilities, specifically auditory, visual and mobility disabilities. Based on survey feedback, the event touched many of our associates and people leaders and encouraged profound dialogue and learning about this important topic. Here are some of their reflections and personal experiences:

"As someone with an invisible disability, I was moved by how the DoU successfully demonstrated inclusive actions we can take in the workplace. I am grateful to Danaher for reinforcing our commitment to cultivating an inclusive work culture for all."

Carolyn Fullilove
Danaher DE+I Sr. Program Manager

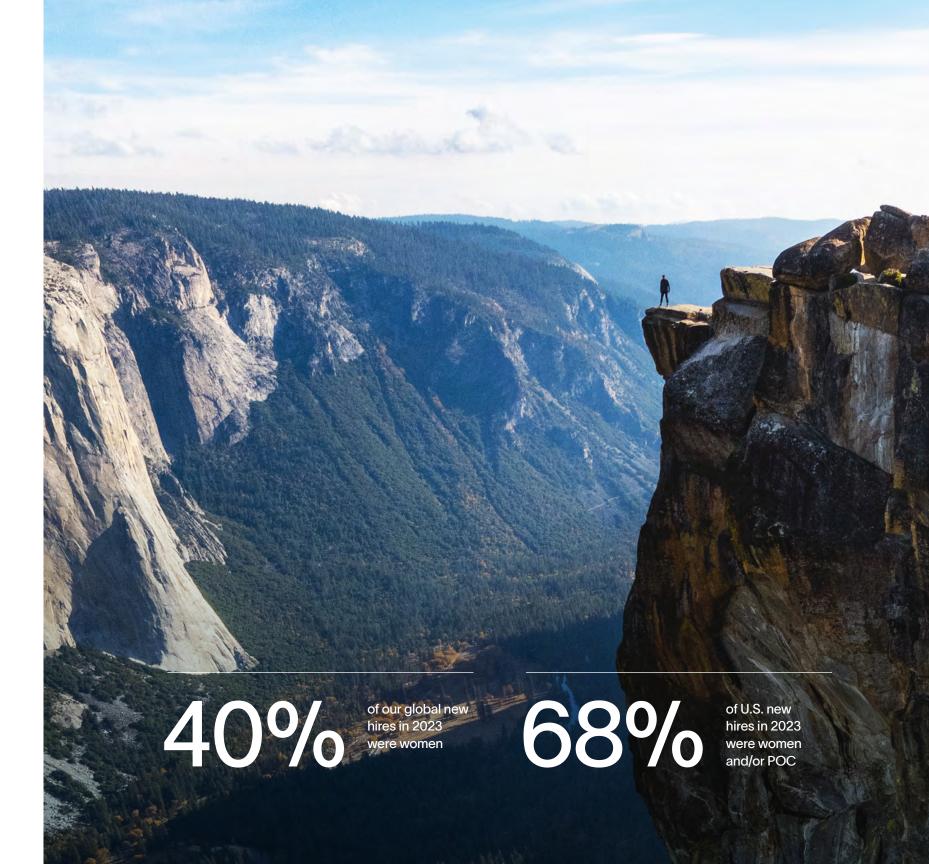*Sunset in the Mountains of Austria* by Wolfgang Weinkum, Cytiva associate

We can go as far as our ambition will take us

Joining Danaher opens the door to making a positive impact on different aspects of life around the world.

And because we're united by the same set of resources, tools and processes—with DBS as our common foundation—associates can move more easily between operating companies and regions to grow their career, collaborate with counterparts across businesses and functions, and take advantage of a wide range of development experiences. At any one time we have nearly 3,000 open roles across our businesses. Here are some of the key ways we attract talent and support and encourage career mobility across Danaher:

Talent recruitment

Attracting high-performing, diverse talent is a strategic priority for all our businesses globally. In 2023, we hired more than 6,000 new associates. 40% percent of our global new hires were women and 68% of U.S. new hires were women and/or People of Color. We have invested in advanced talent acquisition capabilities including robust branding, labor market analytics, sourcing, leading technology solutions and streamlined processes. We invite 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.

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

40% of our global new hires in 2023 were women

68% of U.S. new hires in 2023 were women and/or POC

85%
IFR for executive/ senior leader roles in 2023

87%
IFR for management- level roles in 2023

Aldevron team participating in the 2024 CEO Kaizen

Internal fill rate

Given the talent demands of our strategy, internal career mobility internal career mobility is a top priority for our leadership team. Our Internal Fill Rate (IFR) metric tracks how well we are developing and retaining talent and is one of our eight Core Value Drivers (CVD)—the highest-level metrics reported to Danaher's executive team. Our internal Danaher Go policy and program reinforces this commitment by encouraging associates to pursue intra-Danaher career moves and ensuring they receive the necessary support from their manager and senior leadership. In 2023, our IFR for executive/senior leader roles was 85% and for management-level roles it was 87%.

Vibeke Wollebekk, Leica Microsystems VP of Global Marketing has held several roles of increasing responsibility within Danaher, starting at Radiometer in 2014 and currently at Leica Microsystems:

"Over the past decade, I've been fortunate to learn, grow, and progress my career in different positions and operating companies, each experience contributing to my professional journey at Danaher. When I joined Danaher I was initially drawn by the allure of DBS and the company's core values. However, I soon discovered an unexpected wealth of career and developmental opportunities, backed up by robust processes and encouraging managers. Based on my own experience, I place a strong emphasis on cultivating careers through internal opportunities, harnessing all the talents readily available to us."

Vibeke Wollebekk
Leica Microsystems VP of Global Marketing

Developing the best people leaders

Our people leaders play an important role in supporting team members' career journeys and modeling career pathways. Danaher associates work alongside top leaders in their fields but we work hard to ensure excellence doesn't breed ego. We prize leaders who are humble, empathetic, thrive on collaboration, and are driven as much by their team's success as their own. And we prize people leaders who take seriously their role as career coach, developing their teams to succeed in their current roles and readying them to take on the next role with even greater scale and scope.

Our Associate Engagement Survey cycle affords our leaders a powerful opportunity to continuously improve. The survey provides rich data, actionable insights and practical tools to identify and address high-impact engagement gaps.

apply insights
instill trust
dbs
win as a team
deliver results

Danaher Core Behaviors

81%

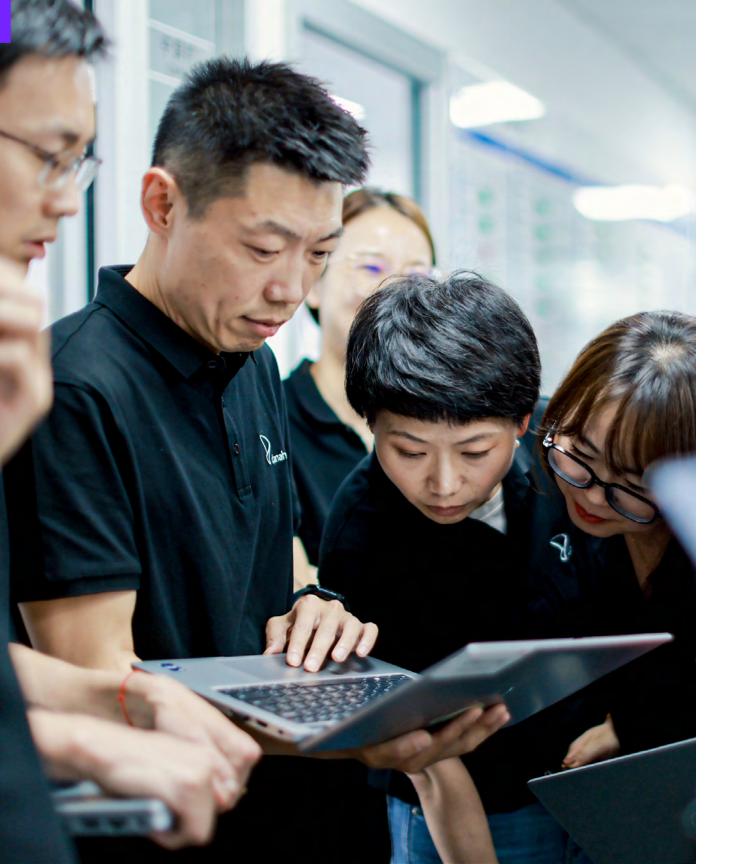Direct Supervisor Effectiveness Engagement Survey score in 2023

"The associate feedback we receive from our Engagement Survey strengthens our organization and drives continuous improvement. It helps us to identify areas to enhance and is a key tool as we seek to build a best in class working environment."

Stefan Holzner
Cytiva VP Research and Development

Mammotome sales team *The Best Team Wins*

A deliberate approach to professional development

Our professional development program focuses on a mix of on-the-job experiences (70%), coaching (20%) and structured training (10%). Our 70-20-10 development philosophy supports associates and their leaders in crafting comprehensive development plans that deliver maximum impact. Underpinning these development plans are a number of tools to help foster growth and career progression:

In-role development planning is a key part of our annual **Performance for Growth** cycle. Associates and leaders align on their Development Objectives at the beginning of each year and revisit those objectives through ongoing conversations over the course of the year. Learning the principles, techniques, concepts and skills to create the most impactful associate development plan is at the heart of our **Development for Growth** (D4G) program for people leaders.

Development assessments, such as 360° reviews or DiSC behavioral assessment tools, are aligned to our Core Behaviors and provide associates with objective insight to better understand their own strengths and development areas. This, in turn, ensures more meaningful and intentional development for both self-improvement and team effectiveness.

Our **Danaher Go** internal mobility program is our commitment to accelerating career growth by hiring from within, wherever possible. Associates are encouraged to define their career aspirations and articulate their personal strengths, while people leaders are encouraged to proactively suggest opportunities within Danaher to their associates and look internally first for Danaher-ready talent. We seek to align our associates' goals and capabilities with our open roles so we can continue to benefit from our exceptional talent.

Sandrine Cardi, Senior Director, Digital Marketing EMEA and High Growth Markets at Cepheid participated in our Maximizing Leadership Performance program (MLP):

> "MLP was a truly enriching experience that helped me enhance my leadership skills. The sessions on data-driven decision-making taught me how to effectively analyze and utilize data to make strategic choices. The emphasis on innovative thinking encouraged me to approach challenges creatively. And connecting with peers was a highlight— providing a supportive environment for learning and networking."

Sandrine Cardi
Cepheid Senior Director, Digital Marketing EMEA and High Growth Markets

Talent planning

The development of current and future leaders is critical to Danaher's success. Talent Planning is comprised of practical tools and processes that provide a framework for our people leaders and HR teams to proactively plan for and retain top talent. The **Pipeline Growth Process** (PGP) is our talent and succession planning process to build a robust, diverse pipeline of talent for our most senior and critical roles. Dedicated "pipeline owners" are accountable for building the pipeline and developing the talent within.

While PGP focuses on talent for our most senior and critical roles, developing careers and successors at all levels of the organization continues to be a priority. One process that's foundational to this objective is *Talent Assessments*. Career conversations are at the heart of this process. These conversations help leaders understand their associates' career goals and proactively identify and develop those who can take on roles of greater responsibility and scope aligned to their aspirations and our business objectives.

Helen Frick, Danaher's Director of Talent Planning and PGP Process Owner, was drawn to Danaher by our reputation as an industry leader and talent developer.

"I'm thrilled to work for an industry leader committed to developing associate careers. At Danaher, it's not just about the job we do today, but the pathways we create for tomorrow's success. Investing in the growth of our associates helps ensure a brighter future for all."
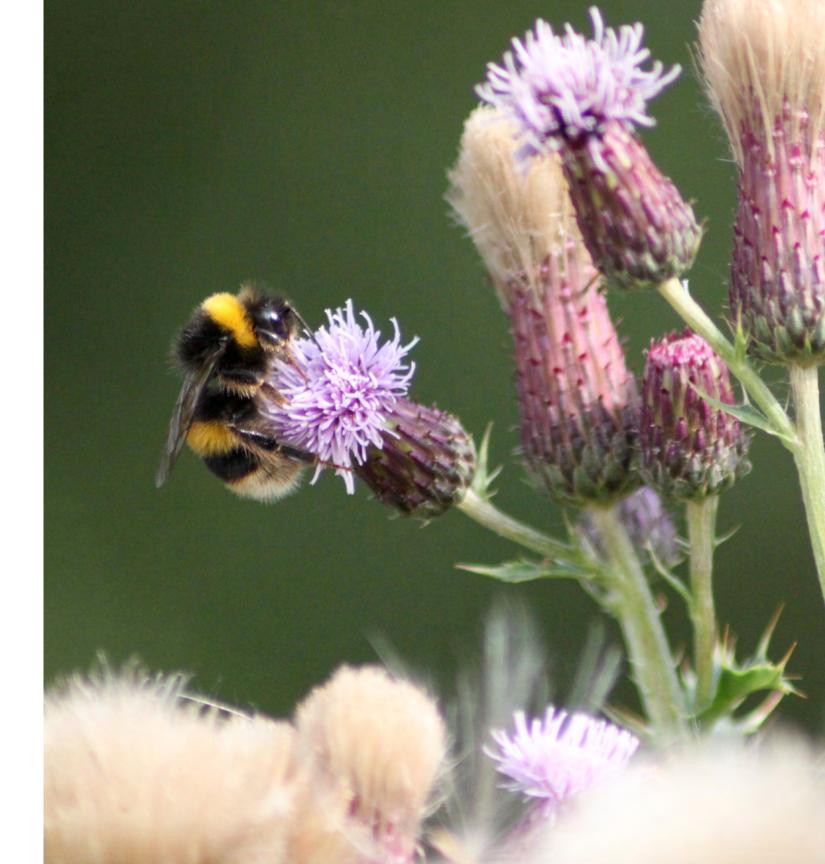
Helen Frick
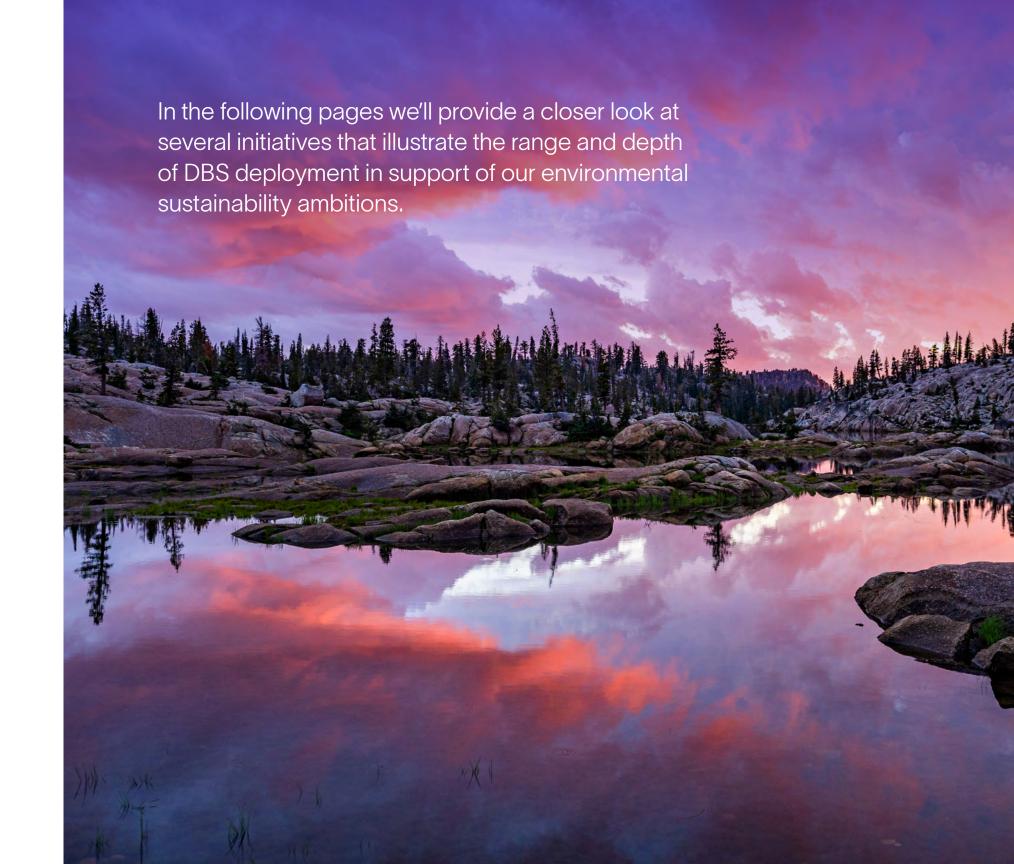*Danaher Director of Talent Planning and PGP Process Owner*

Directions in Jasper, Canada by Klaus Kjoeller, Radiometer associate

Protecting our environment

Bee Gathering Pollen in Oxford Meadows, U.K. by Kay Savage, Leica Biosystems associate

Protecting our environment

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

While many companies share a similar commitment, what sets Danaher apart is our ability to deploy the Danaher Business System to turn our commitment into action. Every day around the world, at all levels of our organization, our teams are leveraging the full breadth of DBS to reduce the environmental impact of our operations and products. This includes the foundational tools and processes known as the DBS Fundamentals—which are applicable to every associate and business function—as well as domain-specific tools we have developed focused on reducing our greenhouse gas emissions (GHG), energy and water consumption and waste generation.

In the following pages we'll provide a closer look at several initiatives that illustrate the range and depth of DBS deployment in support of our environmental sustainability ambitions.

Sunset in the Stanislaus National Forest, California by Yvonne Chan, Cepheid associate

Reducing our greenhouse gas emissions

Danaher's net-zero commitment

In February 2024, Danaher committed to set science-based GHG emission reduction targets in line with the Science Based Targets initiative (SBTi), including a long-term target to reach net-zero value chain emissions by no later than 2050 ("net zero commitment"). Our pledge encompasses Scope 1, 2 and 3 GHG emissions and complements our existing commitment to reduce Scope 1 and 2 GHG emissions on an absolute basis by 50.4% by 2032 compared to 2021 (which we discuss in more detail below).

The Danaher Business System continues to be a uniquely powerful system for supporting our decarbonization ambitions. In 2024, we are leveraging existing DBS tools (and developing new tools) to construct our Scope 3 inventory. We also anticipate relying on DBS to develop our roadmap for how to achieve net-zero value chain emissions. We expect to share more information on our Scope 3 inventory, reduction goal and roadmap in our 2025 Sustainability Report.

In 2022, we announced a goal to reduce Danaher's Scope 1 and 2 GHG emissions by 50.4% on an absolute basis by 2032 (compared to a baseline year of 2021). With the DBS Energy Management Toolkit as our foundation, we developed a suite of domain-specific DBS tools and processes to drive efficient progress toward this goal, which we summarize below.

50.4%

Reduction in Scope 1 and 2 GHG emissions targeted by 2032 compared to 2021

Mother Nature at Her Best by Lim Wee Chin, IDT associate

Decarbonization roadmap

We developed a strategic roadmap that strives to leverage both our scale and our decentralized operating model to cost-effectively achieve our Scope 1 and 2 GHG emissions reduction goal. The roadmap breaks down our reduction goal into shorter time periods and for each time period (1) identifies the percentage of our targeted GHG emission reduction allocated to each of our business segments as well as an indicative breakdown of how much each "reduction lever" (e.g., improving operating efficiency, vehicle fleet electrification, and renewable energy procurement) would contribute to the segment's targeted reduction, and (2) estimates the anticipated cost (and if applicable, savings) attributable to the targeted reductions.

We expect that as we apply the roadmap, our data will improve and we will develop insights that we will use to update and evolve the roadmap in support of the objective of cost-effectively achieving our 2032 reduction target. We plan to continue publishing our Scope 1 and 2 GHG emissions annually to demonstrate the degree of progress we are making toward achieving our goal.

Poppies in Boutersem, Belgium
by Annick Vangenechten, Cytiva associate

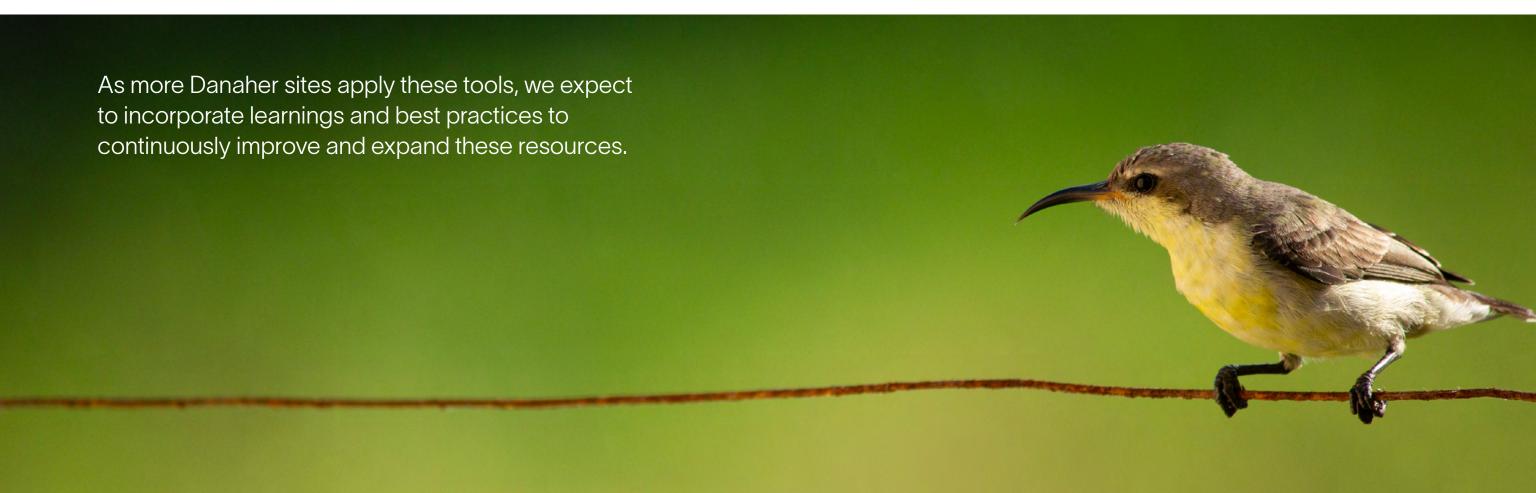# Decarbonization model cell and other tools

Operational efficiency is a key reduction lever for our Scope 1 GHG emissions, and we turned to the decades-old DBS concept of a "model cell" to develop and standardize our approach to this topic. With its roots in manufacturing, a model cell approach focuses improvement efforts on one specific area, applying a variety of DBS tools and processes via *kaizen*, including Standard Work and Daily Management, as well as Problem Solving. The result is a new, standardized process that can be sustainably replicated across the enterprise.

We selected IDT's Coralville, Iowa site to be our decarbonization model cell and further refined the tools developed through this model cell at Cytiva's Pensacola, Florida site. Through this process, we developed a new *Decarbonization Playbook* and *Toolkit* that are now being leveraged across our organization:

The Decarbonization Playbook is an operating company-level tool that guides a business on its decarbonization journey. The playbook addresses five functional elements (and related processes) necessary to make progress, ranging from culture to strategic insight and leadership.

The Decarbonization Toolkit is a site-level set of tools and processes that enables the site to achieve its decarbonization goals. The toolkit incorporates the DBS Fundamentals and the DBS Energy Management Toolkit, as well as a *Decarbonization Maturity Assessment Tool* (D-MAT) which defines the attributes and milestones required for a site to achieve progressive levels of decarbonization maturity (beginner, fundamental or mature). This toolkit also includes guidance on how to apply these tools and processes to achieve the site's desired decarbonization goals.

Maharashtra, India by Aniket Wavhal, Cytiva associate

As more Danaher sites apply these tools, we expect to incorporate learnings and best practices to continuously improve and expand these resources.

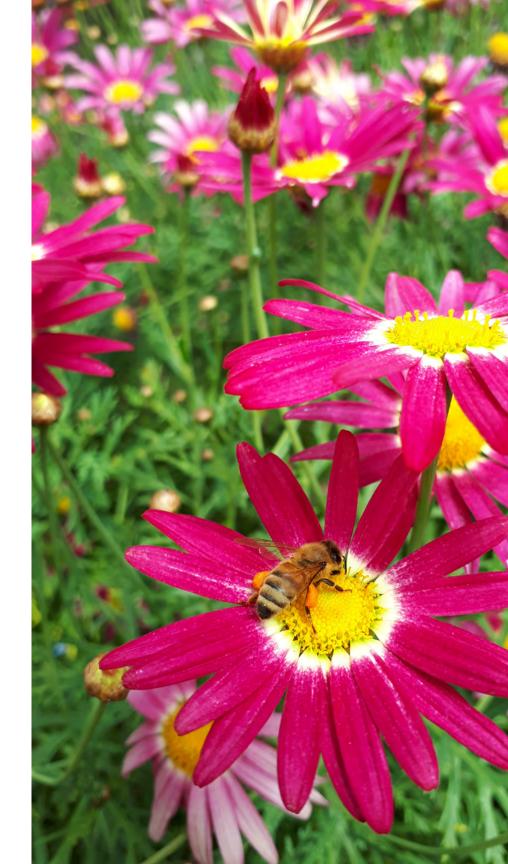# Addressing climate risks and opportunities

Assessment and management process

Our GHG emission reduction efforts described above are one element of our broader program to assess and manage Danaher's climate risks and opportunities. In 2023, Danaher globally deployed a 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). The deployment leveraged a variety of DBS Fundamentals, including Standard Work and Voice of Customer, as well as Action Planning and Change Management tools. This annual program includes the following elements:

- The climate risk assessment uses the same scoring methodology as (and runs parallel to) our annual enterprise risk management (ERM) process, such that the significance and prioritization of climate risks can be assessed relative to wider business risks.

- The program requires each operating company to identify (and score the severity, probability and velocity of) key climate-related risks, over short (0-2 years), medium (2-5 years) and long (5-20 years) -term time horizons. The categories of climate risks considered include current and emerging regulatory, technology, legal, market, reputation, acute physical and chronic physical risks.

  o With respect to each time horizon, for each identified risk that exceeds a prescribed score, the operating company is required to:
  — identify the proposed countermeasure(s) and related costs;
  — re-score the risk, taking into account all planned or implemented countermeasures; and
  — identify (and quantify if feasible) the net impact of the risk, as well as expenditures relating to the risk.

- The program also requires identification and scoring of each key climate-related opportunity, over short- medium- and long-term time horizons.

  o The operating company is required to take into account the scoring and decide whether to conduct a business analysis of the opportunity. For each opportunity as to which a business analysis is applied, the operating company is required to describe any plans to capitalize on such opportunity and describe (and quantify if feasible) the anticipated business and financial impacts.

As we apply the program in the years to come, we expect to derive insights and use such insights to improve the program. In 2024, we expect to update our program to incorporate elements of the U.S. Securities and Exchange Commission's new climate-related disclosure rule, including aligning our definitions of "short term" and "medium term" with the SEC's definitions.

Honey Bee and Daisies at Te Puna Quarry Park, New Zealand by Linda Williamson, Cytiva associate

Climate risks

The most significant climate risks identified as a result of our 2023 process (primarily with respect to the short-term time horizon) are physical risks attributable to acute changes in climate patterns. These risks arise from certain Danaher subsidiaries, and certain suppliers to our subsidiaries, having facilities located in geographic regions at elevated risk of climate-related acute physical risk, including wildfires, tornadoes, flooding, sea-level rise and elevated temperatures. The actions our businesses have taken and/or plan to take in response to these risks vary from site to site and include the following where deemed appropriate:

- Risk control/mitigation
    - Mirroring production at another site in a different geographic location that is not subject to similar acute physical risks
    - Implementing actions that reduce the likelihood of the risk occurring or reduce the potential impact if the risk occurs, taking into account as appropriate recommendations from the Company's property loss insurer
    - Ensuring an appropriate business continuity plan and business impact analysis is in place with respect to the impacted site
    - Implementing training to improve readiness in the event the risk eventuates
    - Validating alternative sources of supply
    - Assessing supplier business continuity planning

- Risk transfer
    - The availability of Company insurance policies that could provide coverage for certain losses that may be incurred as a result of the risk (although the Company's insurance may not be sufficient in type or amount to provide coverage in the event of such losses)

- Risk acceptance
    - In certain cases, our businesses made the decision to accept part or all of the potential risk

Climate opportunities

The climate opportunities identified as a result of our 2023 process vary across our businesses and include opportunities to:

- Provide new solutions, products and/or product features to address new or different customer demands resulting from climate change. For example, Pall Corporation is addressing the energy transition market through its SepraLYTE™ separation solution, which helps green hydrogen producers reduce their costs.

- Improve business resiliency by procuring renewable energy and mitigating risks relating to the availability and cost of fossil-fuel-based energy, or by generating on-site renewable energy and reducing exposure to the availability and cost of third-party energy more generally.

- Reduce net operating costs in certain circumstances by improving operating efficiency and reducing energy consumption.

Metrics and targets

Per the TCFD recommendations to disclose metrics and targets used to assess and manage climate risks, we disclose our Scope 1 and 2 GHG emissions and reduction goal in this report, as well as our net-zero commitment. Our operating companies also track metrics to the extent they deem appropriate specific to the measurement and management of their particular climate risks and opportunities.

Maharashtra, India by Aniket Wavhal, Cytiva associate

Yosemite's Firefall at Sunset by Yvonne Chan, Cepheid associate

Governance

Under our leadership structure, Danaher's management has day-to-day responsibility for assessing and managing our risk exposure and Danaher's Board of Directors and its committees oversee those efforts, with particular emphasis on the most significant risks facing the Company.

With respect to climate risks and opportunities in particular:

- The **management of each of our operating companies** is responsible for the assessment and management of the operating company's climate risks and opportunities.

- **Danaher's Sustainability Council**, which includes representation from our corporate, segment and operating company leadership teams and from our sustainability, finance, investor relations, legal and environmental, health and safety functions, develops and oversees the execution of our sustainability strategy, including with respect to climate risks and opportunities. The Council meets multiple times per year and oversees the enterprise-wide

deployment of the climate risk and opportunity process described above, to help ensure a standardized approach is applied across our businesses.

- The results of the annual climate risk and opportunity assessment and management process are presented annually to the Council and to the Audit Committee of Danaher's Board of Directors, which has Board-level oversight responsibility with respect to climate-related risk. As part of these annual updates, the Council and Audit Committee are updated regarding the progress against the Company's GHG emissions reduction goals and provide feedback.

- In addition, each of the Board's Nominating and Governance Committee and the full Board of Directors reviews our overall sustainability program at least annually. In 2024, our Board reviewed and endorsed Danaher's net-zero commitment prior to its public communication.

Promoting water stewardship

Quality freshwater is crucial to the success of our operations, and we also recognize that water is essential in protecting environmental and human health in our local communities. Given our dependence on water access and our impact on water resources in the areas where we operate, in 2023 we deployed the DBS Water Stewardship Tool to support good water management and the sustainability of freshwater resources.

The tool was developed and piloted over multiple years and across ten *kaizen* events, to ensure the process is replicable and scalable across our operating companies and geographies.

The Water Stewardship Tool guides facility-level teams in:

- evaluating current-state water consumption and risk using the WRI Aqueduct Water Risk Atlas;

- identifying, prioritizing and implementing measures that improve water use efficiency and optimize re-use and recycling; and

- developing and implementing a comprehensive water stewardship strategy.

Application of the tool is intended to facilitate a business-focused understanding and mitigation of water-related market, reputational and operational risks. We plan to continue reporting on an annual basis Danaher's total water use and will also report on key updates to Danaher's Water Stewardship Tool as they occur.

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

Our operating companies lead the way

Click here for examples of the ways our businesses are leveraging these DBS tools and processes to reduce emissions, waste and water consumption.

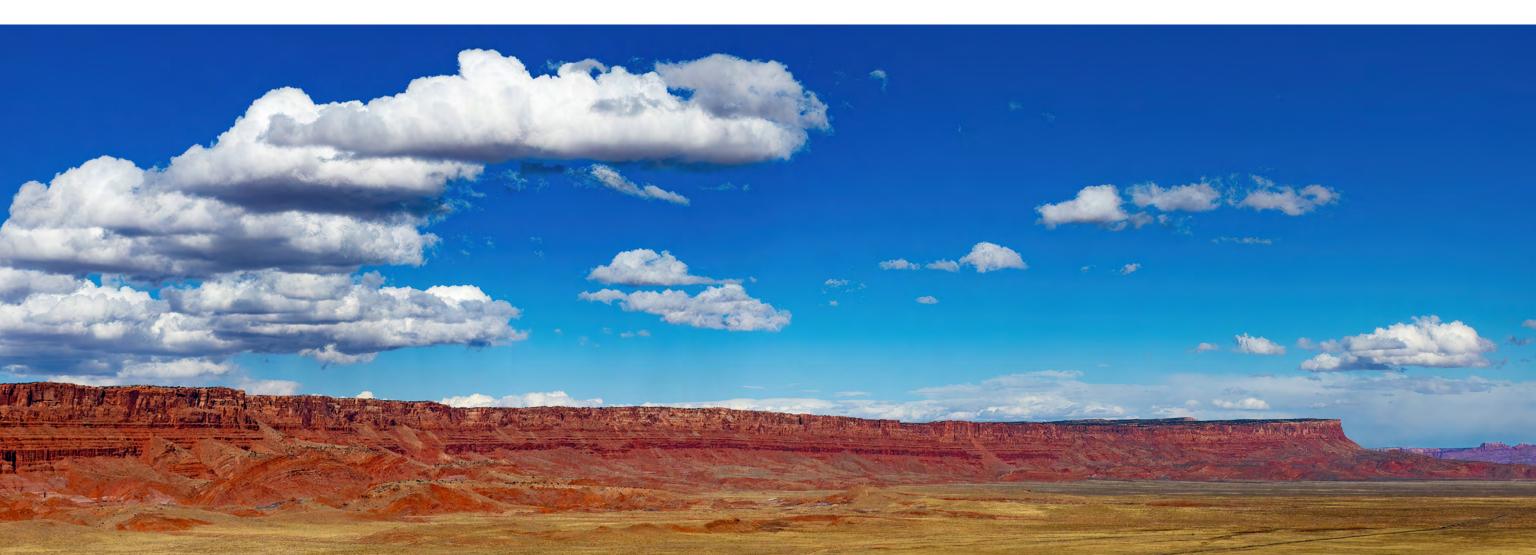*Planting for sustainability at Cytiva's Tauranga, New Zealand site by Linda Williamson, Cytiva associate*

Extended content

To complement the overview of our sustainability program presented on the preceding pages, we present below extended details for readers seeking additional information.

Vermilion Cliffs, Arizona by Matt Larson, Cytiva associate

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 subsequent decades, Danaher established leadership positions in the sectors that define it today.

Today, Danaher is a leading global life sciences and diagnostics innovator, helping to solve many of the world's most important health challenges and improving quality of life around the world. A global family of more than 15 operating companies, our groundbreaking businesses are dedicated to advancing continuous improvement and accelerating innovation to make a meaningful impact in the fields of biotechnology, life sciences and diagnostics.

Our businesses

Biotechnology

Our Biotechnology businesses provide a comprehensive portfolio of technologies, tools and services that enable the discovery, development and manufacturing of biologic and genomic based medicines. We are applying science and technology at scale to help scientists accelerate time-to-market, lower costs and improve accessibility to biopharmaceuticals like monoclonal antibodies, mRNA vaccines and cell and gene therapies—changing healthcare as we know it.

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 work possible. Our capabilities extend beyond research to power the development and commercialization of biopharmaceuticals including cell and gene therapies and other breakthrough treatments to advance patient health and improve treatment outcomes.

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.

Sustainability at Danaher

Sustainability mission statement

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

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 our stakeholders. 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 seek to drive sustainability improvements through people, process, technology and, above all, through DBS.

Where do we make an impact?
We seek to 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.

Sustainability Oversight
At the Board level, Danaher's Nominating and Governance Committee oversees our sustainability program (except for climate risk, which is overseen by the Audit Committee). Each of the Board's Nominating and Governance Committee and the full Board of Directors reviews our sustainability program at least annually, and our Audit Committee reviews our climate risk program at least annually. The Nominating and Governance Committee reviewed this report prior to its publication.

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 Council, and is responsible for reviewing and approving Danaher's sustainability reports.

Danaher's Sustainability Council develops and oversees the execution of our sustainability strategy (subject to direction from Danaher's executive leadership and Board) and makes recommendations to Danaher's executive leadership and Board regarding significant sustainability targets and goals. The Council includes representation from our segment and operating company leadership teams and from our sustainability, finance, investor relations, legal and environmental, health and safety 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 2023, in addition to our traditional investor relations outreach efforts, we directly engaged with shareholders representing approximately 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 on the following page.

Utilizing stakeholder engagement feedback: Our stakeholder engagement efforts produce valuable information and insights that we share as applicable with the Danaher Sustainability Council, the Nominating and Governance Committee and the Audit Committee, 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.

Investor Relations at Danaher

Recent recognition for Danaher's investor relations team

IR magazine

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, 2023
- 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
- Best Investor Relations by a Senior Management Team (Large Cap): 2023

Institutional Investor

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 Program: 2020, 2022
- Best in Corporate Governance: 2020
- Best Crisis Management (COVID-19): 2022
- Best ESG Program: 2020, 2022
- Best Analyst Days: 2020, 2022

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

Building the best team

Please refer to the earlier Team section for an overview of our strategy to Build the Best Team. For more detail on our human capital strategy, please see pages 8-10 of our Annual Report on Form 10-K for the year ending December 31, 2023.

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.

Talent recruitment

University recruitment
A 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 The Pennsylvania State University, University of Florida, University of Virginia Darden School of Business, Tuck Business School at Dartmouth College, University of Illinois, and Florida A&M University. 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 below.
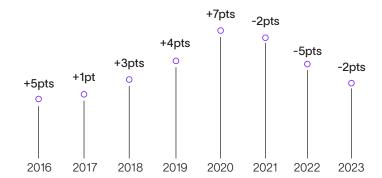
Supporting these programs, our DE+I talent acquisition subject matter experts inform, educate, train and support our associates in their diversity sourcing, screening, interviewing and hiring efforts. They also encourage and inspire our leaders and associates to become active talent scouts and ambassadors in the external marketplace.

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 Associate Engagement Survey and our voluntary turnover rate. Our 2023 Survey engagement score was 71%, with 89% of our associates globally taking part in the Survey. Our people leaders' direct supervisor effectiveness score was 81%.

Annual engagement index change

2016	2017	2018	2019	2020	2021	2022	2023
+5pts	+1pt	+3pts	+4pts	+7pts	-2pts	-5pts	-2pts

2021, 2022 and 2023 index changes exclude the former Environmental & Applied Solutions segment

During the COVID-19 pandemic, we took exceptional measures to support the well-being of our associates, and our Engagement Survey scores reflected these efforts. As our Engagement Survey scores normalize post-pandemic we are particularly focused on addressing the needs of our less tenured and remote-working associates, including by deploying the appropriate leadership engagement techniques and ensuring our inclusive, team-based culture continues to thrive.

Wellness

With our associates' wellness needs in mind, over the last several years we have continued to expand the scope and range of Danaher's health and wellness benefits to provide strong financial and wellbeing support for our associates. We have developed a one-stop benefits hub that includes the following:

Strengthening financial wellbeing

Through Fidelity, Danaher offers access to a Planning Summary tool that allows associates to track all their accounts in one place to gain a holistic understanding of their financial health. Associates can enter and track specific financial goals (such as an emergency fund, long-term savings, or buying a home) to help them stay on target.

World mental health day event

In recognition of World Mental Health Day in 2023, we offered educational webinars featuring mental health experts. The global "Let's Talk About Mental Health" series provided practical information and tools on how to navigate the mental health journey and support others.

Virtual healthcare options

In the U.S. we offer SWORD, a virtual physical therapy solution designed to help overcome back, joint or muscle pain from home. We also offer 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. All U.S. associates also have access to Alight Benefits Pros, a designated benefits concierge to answer questions, schedule appointments, and deal with insurance preauthorization or billing issues.

Differentiated benefits

In 2023, we expanded our gender affirming care benefits for U.S. associates with coverage added (without need for medical necessity) for various relevant procedures.

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. Our policy includes surrogacy reimbursement support up to $10,000—the same amount provided for adoptions. In the U.S., Canada and Puerto Rico (and for some of our operating companies, globally) we offer Maven Clinic, which 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.

Danaher scholarship program

The Danaher Scholarship Program helps reduce the financial burden of higher education costs for Danaher families. In 2023, we helped fund the academic pursuits of 79 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 $4 million in scholarships to support the development, growth and potential of our next generation.

Diversity, equity + inclusion

We started our journey to build a more diverse, equitable and inclusive Danaher more than eight years ago. At Danaher we believe that what is measured is what moves and so in 2020, we established 2025 diversity goals for gender representation globally and People of Color (POC) representation in the US. We also track several other metrics that measure the effectiveness of our DE+I program, as set forth in the Data Summary attached to this report. We're proud of what we've achieved but recognize that the journey continues in our effort to build and sustain a more diverse, equitable and inclusive Danaher.

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.

DE+I commitment
In 2022, we codified our commitment to diversity, equity and inclusion by adopting our DE+I Policy. The policy articulates our commitments and expectations at the enterprise, operating company, people leader and individual contributor levels.

Enterprise accountability
Danaher's Office of Diversity, Equity + Inclusion (DE+I) is led by our Vice President of Global Diversity, Equity + Inclusion, who is responsible for the execution of Danaher's DE+I strategy and reports to Danaher's Senior Vice President of Human Resources. With the partnership and support of our President and CEO and executive leadership team, the Office of Global DE+I is responsible for:
- Overseeing Danaher's DE+I strategic direction;
- Creating learning, enablement and accountability measures, including performance and development objectives; and
- Operationalizing initiatives, standards and practice across all operating companies to ensure inclusion and equality for all.

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 DE+I's critical importance to Danaher. That message is carried through our internal communications and policies as well.

Operating company accountability
Across Danaher, when we reach for bold objectives we care deeply about, we turn to a DBS tool called Policy Deployment (PD). Over the last several years, our operating companies have leveraged PD extensively to drive progress toward our DE+I objectives. 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 has helped us increase the pace and traction toward our DE+I goals, as evidenced by the metrics shown in the Data Summary at the end of this report.

Leadership commitment to DE+I
As we continue to mature and evolve in our DE+I journey across Danaher, we are particularly focused on people leader accountability. Danaher requires each people leader (including each executive officer) to have a DE+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 DE+I, model an inclusive culture through their own behaviors and cultivate opportunities for their teams to learn and engage is critical in advancing our DE+I goals.

Pay equity
Our DE+I 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.

We have achieved and maintained total direct compensation pay equity (i.e., a pay difference of 99-100%), for women globally and for racial and ethnic minorities in the U.S., based on multi-variable regression analysis and covering base pay, short-term incentive compensation and annual equity compensation. Our pay analysis covers over 95% of our global associates across 24 countries.

Recent recognition
We are grateful for our partners and for the recognition we have received for our DE+I achievements and progress.

Associate resource groups

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

ASIAN DESCENT +FRIENDS (US & CANADA)

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

BLACK +FRIENDS (US & CANADA)

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

LATINX +FRIENDS (US & CANADA)

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

LGBTQ +FRIENDS (US & CANADA)

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

WOMEN +FRIENDS (CHINA, EUROPE, INDIA, LATIN AMERICA, US & CANADA)

To establish an inclusive culture, in which women believe they can be their authentic selves and achieve their aspirations at Danaher.

2023 ARG program highlights

ASIAN DESCENT +FRIENDS (US & CANADA)

Celebrated AANHPI (Asian American and Native Hawaiian/Pacific Islander) Heritage Month by discussing traditions, legacy and allyship with Chef Jet Tila; honored the Eid holiday through a donation to Concern Worldwide; connected through a cooking seminar; and heard from guest speaker Liz Kleinrock on "Building Our Future Together."

BLACK +FRIENDS (US & CANADA)

2023 events included "Navigating Your Career", a one-day event offering professional development and enrichment opportunities. Each session was hosted by both individual contributors and senior leaders from across Danaher and covered topics including networking, sponsorship, building business acumen and allyship.

LGBTQ +FRIENDS (US & CANADA)

Associates marched in several Pride Parades around the U.S. Adam Dutton, ARG Steering Committee member and born and raised Iowan reflected on his experience: "I was overwhelmed with joy being in this loud and proud crowd, and to know that kids growing up in and around Iowa City had this massive display of support and togetherness." In addition to these and other events, Danaher launched coming out guidelines, providing information, benefits and resources for hiring managers and associates.

WOMEN +FRIENDS (CHINA)

Hosted Danaher China DE+I week in October featuring the theme, "Make Equity Become Consensus" to build greater awareness of equity. Interactive activities and sessions were held both online and in person with significant participation and engagement by the China team.

LATINX +FRIENDS (US & CANADA)

Recognized Hispanic Heritage Month with programming under the theme, "Todos Somos, Somos Uno" that included a discussion with the first Latino Iron Chef, Jose Garces, a financial planning session, a fundraiser for the Hispanic Scholarship Fund, and our first keynote event in Spanish presented by César Munoz on the global power of Latin music.

WOMEN +FRIENDS (US & CANADA)

The Danaher Women's Accelerator (DWA) Summit brought together 75 highly accomplished women leaders from diverse backgrounds and operating companies across Danaher, all united by a common goal: advancing women in leadership roles. This three-day event in September was a testament to Danaher's commitment to fostering DE+I within our ranks and beyond. It featured one-on-one coaching, group coaching, networking, a series of insightful panels, and a distinguished keynote speaker.

Learning and development

DBS is our system of continuous improvement and the culture that makes it work. Learning and development are key to maintaining that culture and sustaining results. We are committed to fostering a culture where every associate—regardless of their role or experience level—has access to tools, resources, and programs they need to grow professionally and personally.

Our approach to learning and development begins with the belief that everyone is capable of growth and can contribute to our company's success. 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, to support every associate's career journey. Most of our operating companies also offer tuition reimbursement and educational assistance programs.

Diverse learning experiences
To ensure that our associates have a variety of learning experiences, we offer a mix of formal training, on-the-job learning, and coaching. Our courses and programs are designed to be flexible, allowing associates to learn at their own pace and choose the areas where they wish to develop their skills. This approach promotes a sense of ownership over personal development and encourages lifelong learning.

Certified trainers and practitioners
One of our most impactful talent development programs is our DBS Certified Practitioner and Trainer model. Certified Practitioners (CP) and Certified Trainers (CT) are associates who undergo a rigorous training and certification process in a specific DBS discipline, qualifying them to train, counsel and mentor others—creating a ripple effect of knowledge-sharing across the organization. We have over 3,700 CTs and CPs across Danaher, and more than 1,800 associates obtained a new CP or CT certification in 2023.

Measuring success and improvement
We continuously evaluate the effectiveness of our learning and development courses and programs through feedback from participants and key performance metrics. This data helps us identify areas for improvement and adapt our programs to meet the evolving needs of our business and workforce. This iterative approach helps us stay ahead of industry trends and helps equip our associates with the knowledge and skills necessary for long-term sustained success.

Motivating and rewarding performance

Performance for Growth (P4G) & Development for Growth (D4G) Cycle
In 2023, we introduced an integrated approach to performance and development management. A critical part of this journey is setting long-term goals and short-term objectives for associate performance and development, with managers providing ongoing feedback to plan next steps. These iterative elements of setting objectives, providing feedback, and action-planning combine to create the P4G and D4G Cycle.

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 annual reviews are structured around performance assessments against formal, annual objectives as well as our four Core Behaviors, which are a set of standards and behaviors that Danaher associates are expected to aspire to and are assessed against.

The 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 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 officer 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 2024, approximately 93% of the votes cast supported the "say on pay" proposal.

Collective bargaining

Of Danaher's U.S. associates, approximately 250 were hourly-rated, unionized associates at the end of 2023. 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, are required to bargain in good faith with these associations and labor unions and are prohibited from discriminating against workers' representatives.

Community Impact

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

Danaher's total community investment for 2023 was nearly $12 million, funding more than 45 nonprofits around the world. Our community impact strategy relies on a targeted approach to community investment. Here we outline our areas of investment and highlight just a few of the impressive nonprofits that received a 2023 Danaher grant:

Building a diverse, STEM-ready workforce focuses on improving the system of access and support for underrepresented students and professionals to excel in STEM education and careers.

Our partner Gloucester Marine Genomics Institute (GMGI) trains young adults for jobs as professional laboratory technicians in life sciences. Through programming at the Biotechnology Academy, students engage in transformative, hands-on science education, mentorship, and internship opportunities.

Advancing healthcare innovation focuses on improving the patient journey by accelerating an accurate diagnosis as well as the development of, and access to innovative treatments for cancer and rare diseases.

Our partner Virtue Foundation leverages data science and machine learning to help better match healthcare needs and resources across underserved regions. The organization's Actionable Data Initiative creates predictive maps of medical deserts, identifying optimal locations for medical interventions including building hospitals, expanding services in existing medical facilities, upskilling surgical and medical care as well as enhanced access to care.

Protecting the environment focuses on the preservation of diverse natural resources and environmentally conscious innovation to improve planetary well-being for future generations.

Through our partnerships with The Nature Conservancy and National Park Foundation, we highlight our commitment to biodiversity and our goal to improve the health of the environment by protecting critical habitats through conservation and restoration.

Disaster relief & resiliency focuses on providing support when disasters occur in communities around the world and investing in innovative ways to mitigate these crises. In 2023, we contributed to the American Red Cross, Global Giving, International Rescue Committee, Save the Children, and World Food Program to provide food, water, shelter and medical care to meet the needs of crisis-affected communities.

Headquarter community & other giving focuses on engaging partners in the Washington, D.C. area where Danaher is headquartered, and identifying opportunities for collaboration and impactful giving. The Community Impact team also partners with our Associate Resource Groups to support fundraising activities aligned with each ARG's community values.

Making a difference in our communities

UN Sustainable Development Goal	% of 2023 Funding
Goal 3: Good Health and Well-Being	35%
Goal 4: Quality Education	15%
Goal 10: Reduced Inequalities	10%
Goal 11: Sustainable Cities and Communities	10%
Goal 1, 2, 13, 14, 16, 17	Each < 5%

Our **associates** are the engine driving Danaher's community engagement around the world. Their diverse backgrounds, expertise 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:

Volunteerism Danaher associates share their time and talent outside of work to improve the quality of their communities and the world. In support of these endeavors, Danaher provides a giving and volunteerism platform to help our associates find volunteer opportunities, record volunteer hours and earn rewards for nonprofits.

Team grants Associate teams in the U.S. and Canada, working together on an organized activity with a nonprofit partner, can earn a grant of $500 per event for charity.

Donations for doers is a program that rewards associates with grant money when they record individual volunteer hours. Associates are eligible to earn up to $500 annually for charity.

Gift matching Danaher matches donations from associates to eligible charitable organizations or educational institutions, up to $500 per associate per calendar year.

In 2023, gift matching and Donations for Doers were expanded to all associates worldwide.

Read our complete Community Impact Statement here.

Human rights

Our commitment to human rights stems from 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.

Danaher's commitment to human rights 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 Nos. 87 (Freedom of Association and Protection of the Right to Organise), 98 (Right to Organise and Collective Bargaining) and 135 (Workers' Representatives)
- ILO Convention Concerning Discrimination in Respect of Employment and Occupation

Danaher is 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 assessing and managing human rights risk 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 require each Danaher associate to act lawfully toward other associates, colleagues, business partners and those in our local communities. 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 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 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 Community Impact for more information regarding our initiatives.

Our commitment to human rights also spans a range of topical areas, as detailed below.

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.

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 prohibit our associates from engaging in forced or compulsory labor or human trafficking-related activities, and we expect adherence to the same high standards from our suppliers.

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 prohibit 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 2023, we invested approximately $1.5 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 Innovating Products That Improve Lives and Our Planet 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.

Protecting our environment

Please refer to the earlier Environment section for an overview of our strategy for 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 use DBS 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.

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. We've also developed an environmental sustainability management program and an EHS management program, including a suite of environmental sustainability and EHS-specific DBS tools designed to reduce GHG emissions, energy and water consumption and waste generation, and to manage ergonomics, energetics, exposure, environmental compliance.

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 strive to continue enhancing our EHS organizational structure. 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, effective communication, consultation and engagement, routine program assessments, 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.

Position on environmental, health and safety management
This Position Statement articulates the key elements of Danaher's EHS management program.

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

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

KPIs and Goals

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

Environmental sustainability and EHS management programs

As the timeline on page 61 shows, we have used DBS to transform our EHS and environmental sustainability management programs over the past decade. We started by leveraging DBS Fundamental tools to develop leading indicators of EHS performance and to engage our workforce on EHS topics. We then leveraged internal and external best practices to build a suite of EHS and environmental sustainability-focused DBS tools, which serve as the foundation of our management programs and which we describe below.

Environmental sustainability management program
The DBS Energy Management Toolkit was rolled out in 2019 and 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, compressed 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.

For details regarding how the Energy Management Toolkit is incorporated into our Decarbonization Model Cell, please see page 41.

Facility-level teams use the DBS Waste Minimization Toolkit 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.

We deployed the DBS Water Stewardship Toolkit in 2023. For additional details, please see page 45.

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.

EHS management program
Danaher has adopted a Position on Environmental, Health and Safety Management (the "Position Statement"), which articulates the key elements of Danaher's EHS management program (in this section, references to "Danaher" refer to "Danaher Corporation"):

- **EHS Strategy and Goal Setting:** We seek to continually improve our EHS performance and we set goals to hold ourselves accountable for such improvement. All enterprise-wide EHS goals reflect input from our operating companies and are reviewed and approved by appropriate members of Danaher management and by the Danaher Board of Directors or the appropriate Board committee as applicable. In addition, Danaher's EHS organization updates its strategy every year and such strategy is approved by appropriate members of Danaher management.
- **Governance.** The Position Statement identifies EHS-related accountability and responsibility at each of the site, operating company, corporate and Board of Directors levels.
- **Legal Compliance and Policies.** The Position Statement and Danaher's EHS Policy articulate Danaher's commitment to achieve a high level of EHS performance everywhere in the world. Our EHS Policy seeks to reflect our proven practices, incorporate industry best practices as appropriate and address risks where there may be gaps in applicable regulations. We seek to assure compliance with our EHS Policy and Position Statement through various methodologies including an internal and external EHS audit program (described below), voluntary third-party certifications, routine local site inspections, self-inspection reviews and regulatory inspections.
- **EHS management system.** We encourage certification to the ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System and a significant number of our major manufacturing and research and development (R&D) sites are registered to such systems. In addition, Danaher's EHS management system (which we call the DBS EHS Playbook) aligns with both ISO 14001 and ISO 45001. Danaher's sites that we deem significant from an EHS perspective are required to complete a baseline assessment against the Playbook requirements and develop goals and action plans to drive continued improvement.

2015	2016	2017	2018	2019	2020	2021	2022	2023
Launch of 4E EHS Hazard Control Toolkit.	Introduced layered, EHS self-audits and *kamishibai*, a DBS virtual tool that helps sustain operational safety, good housekeeping, and fire protection systems and control.	Introduced leading EHS indicators, such as "near misses" and safety observations, into our Daily Management process to reduce exposure to hazards in our workspace. Initiated 4E Certified Practitioner training and certification.	Incorporated controls for hazards with the potential for serious injuries or fatality, and expanded tools for managing exposures. Began development of DBS Energy Management Toolkit.	Began implementing DBS Energy Management Toolkit to reduce energy consumption at our major facilities. Initiated Energy Management Certified Practitioner training and certification.	Expanded use of the DBS Energy Management Toolkit worldwide, began process of certifying associates as Certified Practitioners in Energy Management, and started pilot-testing a DBS Waste Minimization Toolkit.	Expanded deployment of the DBS Waste Minimization Toolkit and built a deeper bench of expert associates.	Formally launched the DBS Waste Minimization Toolkit and associate certification process. Began pilot testing a DBS Water Stewardship Toolkit.	Deployed DBS Water Stewardship Toolkit. Developed DBS Decarbonization Roadmap and Playbook.

- **Risk assessment, incident investigation and emergency preparedness.**
  - o *Risk assessment and controls:* EHS risks are within the scope of Danaher's Enterprise Risk Management program and are addressed as part of that program. In addition, we developed the DBS 4E-Hazard Control tool in 2015. This tool supports identifying, prioritizing and controlling EHS risk in the workplace. Associates use the 4E-Hazard Control tool to assess EHS risks and develop and implement countermeasures.
  - o *Incident reporting and investigation:* All EHS incidents are required to be reported in our EHS information system (described in more detail below). Danaher's Legal Escalation Policy dictates the level of escalation (as appropriate) of EHS non-compliances and other applicable EHS incidents to appropriate levels of management. Such incidents are subject to investigation, including root cause analysis, to identify actions that will mitigate the risk of recurrence.
  - o *Emergency preparedness:* While our first priority is to prevent negative EHS events, emergency response is our last line of defense and can mitigate the negative impact if an event occurs. Danaher has adopted emergency preparedness systems and processes applicable to all of its businesses worldwide, including with respect to Business Impact Assessments and Business Continuity Planning, technology solutions that support site crisis management and communication and emergency response planning, "active assailant" guidance and training and third-party medical and security support for associates while traveling on Danaher business.
- **EHS culture and training.** While elimination, substitution, engineering controls, procedures, systems and personal protective equipment play an important role in creating a safe and environmentally sustainable work environment, our daily behaviors influence their effectiveness. With that in mind, we actively promote an EHS culture of accountability, proactivity, learning, transparency and inclusion. We describe our annual EHS awareness training below, and EHS training is also required for new associates based on their role and responsibilities.

- **EHS performance data and reporting.** EHS performance and compliance data are managed and maintained within a global EHS information system. EHS management system performance metrics are shared on a regular basis with Danaher's executive leadership and the leadership of our businesses.

EHS maturity assessment tool

Our EHS Maturity Assessment Tool (MAT) emphasizes the strategy and cultural aspects of EHS. 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

EHS audit program

Our EHS audit process uses internal and external EHS auditing expertise and combines structured 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 corrective actions that address the root cause of the issue are implemented on a timely basis and sustained.

EHS training, education and best practice sharing

Our annual EHS awareness training covers a variety of EHS topics, is deployed to relevant associate groups and is designed to help ensure an understanding of EHS compliance obligations and actively promote an EHS culture of accountability and engagement. The training covers EHS topics such as safety as a priority, common hazards, managing risks, workplace violence and incident/ accident protocols.

Our EHS Community of Practice (CoP) was established 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

In 2023, we enhanced our EHS data analytic capabilities, including by automating key reports on a regular cadence, using artificial intelligence to derive better insights from our data and more accurately classifying and reporting on incidents and events.

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.

Energy

In 2023, 44% of the electricity consumed by our **Life Sciences** segment was generated from renewable sources (compared to 5% in 2021). The segment also used the DBS Energy Management Toolkit to identify and implement energy efficiency projects that, combined with the purchases of renewable energy,reduced CO_2 emissions by 21% in 2023 compared to the 2021 baseline.

Within the Life Sciences segment, **Pall** achieved a 29% reduction of CO_2 emissions in 2023 compared to 2021. In 2023, the team conducted seven DBS Energy Management kaizens and identified dozens of opportunities that, in aggregate, offer the potential to reduce over 17,000 metric tons of CO_2 emissions across its sites. Notable examples include the following:

Pall Timonium, Maryland installed a combined heating and power system and more efficient compressed air systems. Coupled with renewable electricity procurement, the site achieved a 73% absolute reduction in CO_2 emissions in 2023 compared to 2021.

Pall Redruth, U.K. installed solar panels and has undertaken an "electrification" effort to move from natural gas-powered heating to electric heating. This effort drove a 67% reduction in CO_2 emissions in 2023 compared to 2021.

Also within our Life Sciences segment, our **Genomic Medicines** businesses achieved a 42% reduction in CO_2 emissions in 2023 compared to 2021, largely as a result of procuring green electricity.

In our **Biotechnology** segment, **Cytiva**'s Umeå, Sweden site became the business's first fossil-free manufacturing site by leveraging the DBS Energy Management Toolkit to reduce energy consumption, implement geothermal heating, and shift completely to renewable electricity and using biofuels for district heating.

In our **Diagnostics** segment, in 2023, two of **Cepheid**'s California facilities began procuring 100% of their electricity requirements from renewable sources. In addition, **Leica Biosystems**' European/Middle East/Africa (EMEA) manufacturing sites collectively achieved a 61% reduction in CO_2 emissions in 2023 compared to 2022, with the business' Nussloch, Germany, Newcastle, U.K. and Amsterdam, Netherlands sites each converting to green electricity in 2023.

Radiometer purchased renewable electricity for two of their sites in 2023, resulting in 41% of their total electricity consumption coming from renewable sources.

Waste

Collectively, our **Life Sciences** businesses have reduced the percentage of non-hazardous waste sent to landfill by 49% compared to the 2019 baseline:

Beckman Life Sciences has reduced landfill waste by 92% since 2019 primarily driven by a 60% increase in recycling.

Pall has reduced landfill waste by 52% since 2019 primarily driven by a 33% increase in recycling.

SCIEX has reduced landfill waste by 90% since 2019 primarily driven by waste-to-energy diversion.

Cytiva's Logan, Utah site held a waste management kaizen in 2024, identifying over 900,000 pounds of waste to divert from landfills and recycling opportunities that are expected to contribute to a 46% reduction in waste-to-landfill year-over-year.

In 2023, **HemoCue** reduced the percentage of non-hazardous waste sent to incineration with energy recovery by 20% year-over-year, largely by identifying recycling initiatives using the DBS Waste Management Toolkit. Waste materials that cannot be recycled are processed and developed into energy, contributing to CO_2 emissions reductions.

Water

Cytiva's Tonglu, China team used the DBS Water Stewardship tool to reduce water consumption and identify opportunities for water recycling and reuse. Since 2022, the site increased its water recycling rate by 86% and reduced water consumption by nearly 4,000 m^3—the equivalent of nearly 4 million 1 liter bottles.

Sustainability at Cytiva

Cytiva held more than 20 kaizens in 2023 to identify opportunities to reduce waste generation and water and energy consumption. In aggregate, these kaizens identified opportunities to save more than $1 million per year and annually eliminate more than 5,000 metric tons of CO_2 emissions, more than 4,000 cubic meters of water consumption and more than 16,000 kilograms of waste.

Cytiva worked with distribution partners and one of its customers to revise product delivery timelines (without impacting customer needs) and reduce the number of shipments, including eliminating shipments by air. These efforts achieved significant reductions in CO_2 emissions and nearly $7 million of transportation savings.

⬦ Foundational elements

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 and 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.

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

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 2023, we received and investigated over 1,300 reports. Where appropriate we took disciplinary action, including coaching, changes in job responsibilities or title, discussion in performance reviews, adverse impact on paid incentive compensation and/or termination of employment. Associate trust in the Speak Up! program is fundamental to our compliance program. We track two key metrics to measure the level of trust that our associates have in the program:

- Each year (including for each of 2023 and 2024), 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 each of 2023 and 2024).

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

Our Danaher-wide policies and programs (including the Code of Conduct) not only help to deter and prevent unethical behavior through education and awareness, but also 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. *Instill 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 integrity and humility while 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 Engagement Survey, associates have the opportunity to quantitatively and qualitatively rate their manager's performance on the Instill Trust Core Behavior. Managers receive this feedback and create action plans to address opportunities to improve.

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 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 2023, 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):

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
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

In general, any associate who fails to complete the required ethics and compliance training in a given year can achieve a score on the Instill 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), which directly affects the associate's compensation. 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 Danaher's Leadership Development Program for newly hired and promoted mid-level and senior leaders. These sessions are facilitator-led, scenario-based, and rooted in real Danaher leader experiences.

Countering bribery and corruption
Bribery and corruption are risks for all global enterprises, in their direct operations as well as their broader value chains. 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 polices.

Global policy on gifts, entertainment and other interactions with healthcare professionals
Danaher companies that serve the healthcare industry are required to ensure that their interactions with healthcare professionals are always consistent with the highest levels of business integrity. Danaher associates are prohibited from interacting with healthcare professionals in such a way as to interfere with the professional's independent medical judgment; or engaging in conduct that could reasonably be interpreted as an improper effort to induce a healthcare professional to purchase, lease, use or recommend Danaher company products and services.

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 a biannual 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, interactions with healthcare professionals, business model, and management input.

Since a culture of integrity and compliance is one of the most effective tools in countering bribery and corruption, an assessment of ethical culture and evidence of management commitment to compliance are also key factors in determining the final risk rating of each operating company and the resulting improvement actions. Through a combination of data analysis, associate interviews, and surveys, the process assesses Speak Up! effectiveness, management tone at the top and the middle, availability of compliance policies and tools, and compliance program resourcing.

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 regular 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.

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.

Medical product quality

Regulatory framework; Danaher risk profile

Danaher's subsidiaries design, manufacture and sell life sciences, biotechnology and medical diagnostics products and solutions. Some of these are medical products regulated by the FDA, and by similar regulatory agencies in other countries. Our medical product 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 December 31, 2023, Danaher's subsidiaries had 146 global sites that manufacture and/or design products. Of these sites, 51 are registered with the FDA and the remaining 95 sites do not manufacture or design medical products and are not registered with the FDA. Of the 51 FDA-registered sites, 50 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 37 also participate in the MDSAP. 100 of our manufacturing and/or design sites are also certified to ISO 9001 Quality Management Systems Requirements.

The risk profile of our medical product portfolio differs from that of many of our medical product peers. Our portfolio consists 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 peers primarily produce medical products 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 products illustrates that with few exceptions, our medical devices are classified as low or medium risk. The Data Summary attached to this report categorizes the FDA-registered sites of Danaher's subsidiaries as of December 31, 2023 based on the risk classification of the devices produced at the site.

Centralized compliance standards and controls

The Danaher Code of Conduct requires that the medical products 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 product 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 product 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 product operating company, and we leverage our suite of DBS tools to help us meet these goals. 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. Updates focus on reflecting regulatory changes around the world and seeking to ensure that our KPI's reflect standards recommended by industry and standard-setting organizations.

Corporate audit programs

Danaher's corporate audit 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.

A Clinical Trial audit program has been implemented to assess clinical trials related to FDA medical device product submissions. These audits cover the adherence to FDA regulatory requirements for clinical trials, evaluation of protocols and quality system requirements.

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 of 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.

Regulatory inspections

As a medical product 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 product 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 in each of 2023 and 2024) is to have zero FDA Form 483 Inspectional Observations, Warning Letters and consent decrees. The Data Summary attached to this report illustrates our FDA inspection performance from 2021 through 2023.

Recalls

A medical product 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 product 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 Data Summary attached to this report illustrates our FDA recall activity from 2021 through 2023.

Danaher reliability system

We deploy a common framework and suite of processes across Danaher's operating companies (including our medical product 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 product 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 quickly and successfully addressed.

Ethical marketing, advertising and sales

Danaher's Product Marketing, Advertising and Promotion Policy applies globally to all Danaher medical diagnostics, biotechnology 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 diagnostics, biotechnology 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 diagnostics, biotechnology or life sciences businesses has managerial responsibility for their business' compliance with the MAPSS requirements described above.

In 2023, 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.

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.
- Global Policy on Gifts, Entertainment and Other Interactions With Healthcare Professionals: 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 2023, we conducted business with over 50,000 suppliers globally, and our supply chain spending was $8 billion—a reach that offers us the opportunity to drive our sustainability values across a footprint far broader than our direct operations. As a result, we view our supply chain as an extension of our own business and expect our suppliers to share our values. While recognizing differences in laws, customs and acceptable practices around the world, we believe shared values are the cornerstone of supplier relationships and we articulate our expectations through the following policies:

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

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

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

Supplier risk assessment/risk management

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

- 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 also 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.

Sustainability 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. As of the end of 2023, EcoVadis had assessed and rated suppliers representing 75% of our annual supplier spend, including approximately 80% of 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).

We will continue to seek to achieve and maintain a scope coverage of 80% of our annual supplier spend enrolled in EcoVadis, while also striving to improve the performance of enrolled suppliers. EcoVadis' supplier assessments and ratings address a wide range of topics including:

- Energy consumption and GHG emissions
- Water consumption
- Biodiversity
- Local and accidental pollution
- Materials, chemicals and waste
- Product use and product end-of-life
- Customer health and safety
- Environmental services and advocacy
- Employee health and safety
- Working conditions

- Social dialogue
- Career management and training
- Child labor, forced labor and human trafficking
- Diversity, discrimination and harassment
- External stakeholder human rights
- Corruption and anticompetitive practices
- Responsible information management
- Supplier environmental practices
- Supplier social practices

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.N. 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, equity 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 (including artificial intelligence)

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

Board selection, composition, refreshment and succession planning

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 considers Board refreshment. Using our Board skills matrix as a guide as well as the results of our annual Board and committee evaluation process, the Nominating and Governance Committee evaluates Board composition at least annually and identifies for Board consideration areas of 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 the experience of having led 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 Danaher Board service with the fresh perspectives and new domain expertise that can come from adding new directors. We have added five new directors over the past five years, which along with director retirements have reduced Danaher's average director tenure by more than 20% over that period.

The Board addresses succession planning for key Board leadership roles (such as Chairman of the Board, Lead Independent Director and Committee chairs) by seeking to ensure the depth of expertise on the Board is sufficient to provide appropriate successors in the event of a succession event.

Diversity is an important consideration in the Board's decision-making with respect to Board composition. The Board does not have a formal or informal policy with respect to diversity but believes that the Board, taken as a whole, should embody a diverse set of skills, knowledge, experiences and backgrounds appropriate in light of the Company's needs, and in this regard also subjectively takes into consideration the diversity (including with respect to age, race, gender, national origin and U.S. military veteran status) of the Board when considering director nominees. More than half of the Company's directors are diverse from a gender and/or race/ethnicity perspective, two directors are U.S. military veterans, and our directors represent a broad range of ages and national origins.

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.

Skills and expertise	Blair	Dewan	Filler	List	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	59	47	64	61	49	67	72	48	61	84	72	60	72
Gender	M	M	F	F	F	M	M	F	M	M	M	M	M
Race/ethnicity*	C	SA	C	C	C	C	C	M	B	C	C	C	N
Born outside U.S.	✓	✓						✓					✓
U.S. military veteran	✓											✓	

*"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   "SA" refers to South Asian*

Data is as of May 7, 2024.

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	• Diminution in Business • Regulatory Risk • Sovereign/Political Risk	• Loss of Intellectual Property • Catastrophic Loss Risk • Competition for Talent
Operations	• Product Supply Disruption • Climate Change Risk	• Supplier Risk • Business Continuity Risk
Compliance	• 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	• Accounting Irregularities • Segregation of Duties • GAAP/IFRS Irregularities	
Information Technology / Security	• 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. Importantly, the results of our annual climate risk assessment and management program are fed into the ERM process as appropriate. The Danaher Risk Committee reviews the ERM 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.

Board of Directors < **Audit Committee** < **Danaher Risk Committee**
- Danaher's General Counsel
- Chief Financial Officer
- Chief Accounting Officer
- Head of Internal Audit
- Deputy General Counsel
- Chief Ethics and Compliance Officer

Platforms < **Operating Companies**

Managing Cybersecurity Risks

Danaher's cybersecurity strategy and risk management program focuses on maintaining a secure environment for our data that complies with applicable legal requirements and effectively supports our business objectives and customer needs. Our commitment to cybersecurity emphasizes cultivation of a security-minded culture through education and training, and a programmatic and layered approach to prevention and detection of, and response to, cybersecurity threats. Key elements of our program include:

- cybersecurity policies that articulate our expectations and requirements with respect to topics such as acceptable use of technology and data, data privacy, risk management, education and awareness and event and incident management;
- regular education of and sharing best practices with our associates to raise awareness of cybersecurity threats;
- assessment of information technology/cybersecurity risks as part of Danaher's annual Enterprise Risk Management program;
- maintenance of cyber insurance in amounts and subject to coverage terms that are typical for companies of our type and size (however, such insurance may not be sufficient in type or amount to cover us against claims related to security breaches, cyber-attacks and other related breaches); and
- periodic engagement of external consultants to assess our cybersecurity program.

We also strive to implement and maintain layered controls designed to prevent and, where necessary, detect and respond to cybersecurity threats, including controls designed to facilitate identification of third-party cybersecurity risks.

At the management level, Danaher's cybersecurity program is led by the Company's Chief Information Security Officer ("CISO"), who reports to Danaher's Chief Information Officer ("CIO"), who in turn reports to Danaher's Chief Financial Officer. The CISO is supported by the Information Risk Steering Committee ("IRSC"), a management committee comprising senior members of the information technology, legal, sustainability, privacy, finance, internal

audit and communications functions. At the Board level, Danaher's Board of Directors has delegated to the Audit Committee of the Board responsibility for oversight of risks relating to cybersecurity. Multiple members of Danaher's Audit Committee have prior work experience overseeing or assessing a cybersecurity function. Danaher's CISO and CIO update the Audit Committee multiple times per year regarding Danaher's cybersecurity program, including key program metrics, initiatives and developments. The Audit Committee regularly briefs the full Board on these matters. In addition, in the event of a significant cybersecurity incident, Danaher policy and process requires timely engagement of and consultation with the Audit Committee.

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

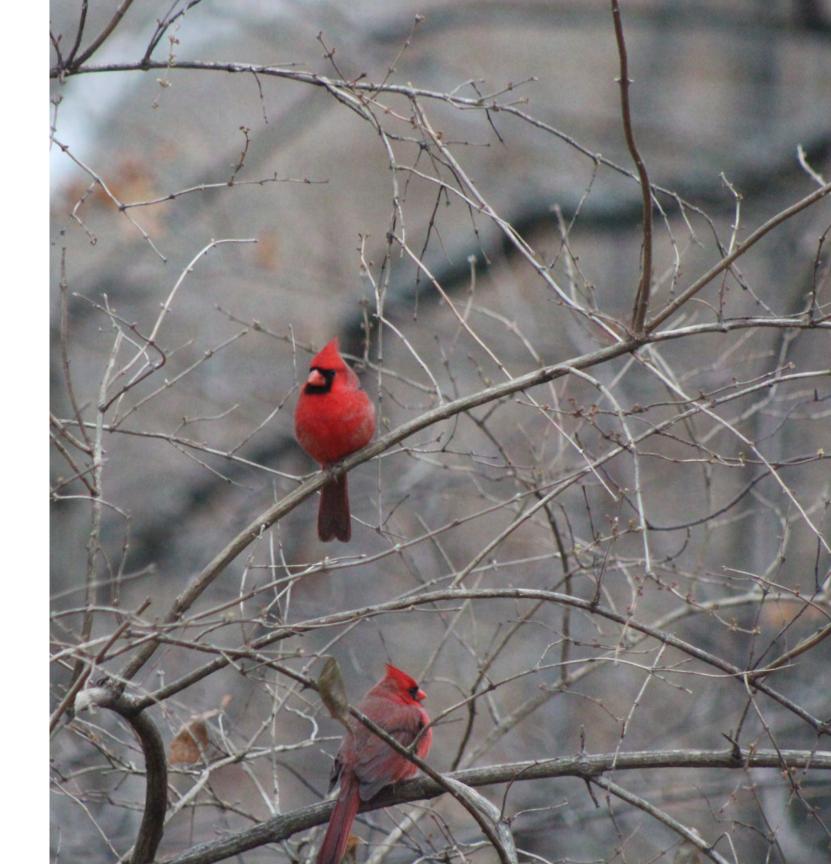**Important information about this report**

- 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, or under any other laws or regulations.

- 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 May 31, 2024 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 2023 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, 2023 through December 31, 2023 that were within our operational control and accounted for approximately 96% 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 2023. With respect to any locations owned or leased from January 1, 2023 through December 31, 2023 that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity values [1] (for energy and GHG emissions) and by linear extrapolation (for waste and water). 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.

Appendix A:

Reporting frameworks index

Winter in Kentucky by Stephanie Bishop, Beckman Coulter Diagnostics associate

GRI Content Index

Statement of use: Danaher Corporation has reported the information cited in this GRI content index for the period of January 1, 2023 to December 31, 2023, with reference to the GRI Standards.
GRI 1 used: GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

Disclosure	Description	Response[1]
2-1	Organizational details	2023 Form 10-K - Cover Page, 33, 78
2-2	Entities included in the organization's sustainability reporting	2023 Form 10-K - Notes to Consolidated Financial Statements; Exhibit 21.1 About this Report
2-3	Reporting period, frequency and contact point	Annual About this Report sustainability@danaher.com
2-4	Restatements of information	About this Report
2-6	Activities, value chain and other business relationships	2023 Form 10-K– p. 3-10, 36-43 Danaher at a Glance Extended Content - Our Businesses Extended Content - Foundational Elements - Supply Chain Sustainability
2-7	Employees	2023 Form 10-K – p. 8-10 Building the Best Team Extended Content – Building the Best Team Sustainability/ESG Data Summary
2-9	Governance structure and composition	Danaher Corporate Governance 2024 Proxy Statement – p. 6-7, 19, 22-30 Extended Content - Foundational Elements – Governance
2-10	Nomination and selection of the highest governance body	2024 Proxy Statement – p. 18 Extended Content - Foundational Elements – Governance – Board Selection, Composition, Refreshment and Succession Planning
2-11	Chair of the highest governance body	2024 Proxy Statement – p. 14, 22-23

[1]The bolded headers referenced in the Response refer to sections of this Report.

GRI 2: General Disclosures 2021 (continued)

Disclosure	Description	Response
2-12	Role of highest governance body in overseeing the management of impacts	2024 Proxy Statement – p. 25, 29 Extended Content - Sustainability at Danaher – Sustainability Oversight; Stakeholder Engagement Program
2-13	Delegation of responsibility for managing impacts	Extended Content - Sustainability at Danaher – Sustainability Oversight; Stakeholder Engagement Program
2-14	Role of highest governance body in sustainability reporting	Extended Content - Sustainability at Danaher – Sustainability Oversight; Stakeholder Engagement Program
2-15	Conflicts of Interest	2024 Proxy Statement – p. 36-38 Extended Content - Foundational Elements – Governance – Managing Potential Conflicts of Interest
2-16	Communication of critical concerns	2024 Proxy Statement – p. 98 Extended Content - Foundational Elements – Governance – Communication with the Board
2-17	Collective knowledge of the highest governance body	2024 Proxy Statement – p. 18-19 Extended Content - Foundational Elements – Governance – Board Selection, Composition, Refreshment and Succession Planning
2-18	Evaluation of the performance of the highest governance body	2024 Proxy Statement– p. 30
2-19	Remuneration policies	2024 Proxy Statement – p. 9, 28, 33-35, 48-79 Extended Content – Building the Best Team – Motivating and Rewarding Performance - Compensation
2-20	Process to determine remuneration	2024 Proxy Statement – p. 28, 48-79
2-21	Annual total compensation ratio	2024 Proxy Statement – p. 79
2-22	Statement on sustainable development strategy	From Our CEO Our Sustainability Strategy
2-23	Policy commitments	Code of Conduct Sustainability Policy Extended Content – Building the Best Team – Human Rights Extended Content – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct
2-24	Embedding policy commitments	Code of Conduct Sustainability Policy Extended Content – Building the Best Team – Human Rights Extended Content – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct; Business Ethics

GRI 2: General Disclosures 2021 (continued)

Disclosure	Description	Response
2-25	Processes to remediate negative impacts	Our Sustainability Strategy – Sustainability Prioritization Assessment Extended Content – Sustainability at Danaher – Stakeholder Engagement Program Extended Content – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct - Reporting Concerns Extended Content – Foundational Elements – Risk Oversight www.danaherintegrity.com
2-26	Mechanisms for seeking advice and raising concerns	Code of Conduct Extended Content – Foundational Elements – The Danaher Code of Conduct - Reporting Concerns www.danaherintegrity.com
2-28	Membership associations	CEO Action for Diversity + Inclusion™; UN Global Compact; Regulatory Affairs Professional Society; the American Society for Quality; Advanced Medical Technology Association (AdvaMed); and MedTech Europe
2-29	Approach to stakeholder engagement	2024 Proxy Statement – p. 5, 31-32 Our Sustainability Strategy – Sustainability Prioritization Assessment Extended Content – Sustainability at Danaher – Stakeholder Engagement Program
2-30	Collective bargaining agreements	Extended Content – Building the Best Team – Motivating and Rewarding Performance – Collective Bargaining

Material Topics

GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Our Sustainability Strategy – Sustainability Prioritization Assessment Extended Content – Sustainability at Danaher – Stakeholder Engagement Program
3-2	List of material topics	Our Sustainability Strategy – Our Sustainability Strategy and Pillars

Topic Standards and Management of Material Topics

Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics: Innovation	2023 Annual Report – p. 5-9 Our Sustainability Strategy – Our Sustainability Strategy and Pillars Innovating Products That Improve Lives and Our Planet UN SDG Appendix Sustainability/ESG Data Summary

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
GRI 203: Economic Performance 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	2023 Form 10-K, p. 3-15, 59-69
201-1	Direct economic value generated and distributed	2023 Form 10-K, p. 59-69 Danaher at a Glance – 2023 Highlights Extended Content – Our Businesses
201-2	Financial implications and other risks and opportunities due to climate change	Protecting Our Environment – Addressing Climate Risks and Opportunities TCFD Appendix
201-3	Defined benefit plan obligations and other retirement plans	2023 Form 10-K, p. 97-100
GRI 302: Energy 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Protecting Our Environment Extended Content – Protecting Our Environment – Policies; KPIs and Goals; Environmental Sustainability and EHS Management Programs – Environmental Sustainability Management Program
302-1	Energy consumption within the organization	Sustainability/ESG Data Summary About this Report 2023 CDP Climate Change Response
302-3	Energy intensity	Sustainability/ESG Data Summary About this Report 2023 CDP Climate Change Response
302-4	Reduction of energy consumption	Extended Content – Protecting Our Environment – Policies; KPIs and Goals; Environmental Sustainability and EHS Management Programs – Environmental Sustainability Management Program Sustainability/ESG Data Summary

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
GRI 305: Emissions 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Protecting Our Environment Extended Content – Protecting Our Environment – Policies; KPIs and Goals; Environmental Sustainability and EHS Management Programs – Environmental Sustainability Management Program Sustainability/ESG Data Summary
305-1	Direct (Scope 1) GHG emissions	Sustainability/ESG Data Summary About this Report 2023 CDP Climate Change Response
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability/ESG Data Summary About this Report 2023 CDP Climate Change Response
305-4	GHG emissions intensity	Sustainability/ESG Data Summary 2023 CDP Climate Change Response
305-5	Reduction of GHG emissions	Protecting Our Environment – Reducing Our Greenhouse Gas Emissions Extended Content – Protecting Our Environment – Policies; KPIs and Goals; Environmental Sustainability and EHS Management Programs – Environmental Sustainability Management Program Sustainability/ESG Data Summary
GRI 306: Waste 2020		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Extended Content – Protecting Our Environment – Policies; KPIs and Goals; Environmental Sustainability and EHS Management Programs – Environmental Sustainability Management Program Sustainability/ESG Data Summary
306-2	Management of significant waste-related impacts	Sustainability Policy Extended Content – Protecting Our Environment – Policies; KPIs and Goals; Environmental Sustainability and EHS Management Programs – Environmental Sustainability Management Program Sustainability/ESG Data Summary
306-3	Waste generated	Sustainability/ESG Data Summary About this Report
306-4	Waste diverted from disposal	Sustainability/ESG Data Summary About this Report
306-5	Waste directed to disposal	Sustainability/ESG Data Summary About this Report

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
GRI 403: Occupational Health and Safety 2018		
GRI 404: Training and Education 2016	3-3 Management of material topics	Global Environment, Health and Safety Policy Position on Environmental, Health and Safety Management Extended Content – Protecting Our Environment – Policies; KPIs and Goals; Environmental Sustainability and EHS Management Programs – EHS Management Program
403-1	Occupational health and safety management system	Global Environment, Health and Safety Policy Position on Environmental, Health and Safety Management Extended Content – Protecting Our Environment – Environmental Sustainability and EHS Management Programs – EHS Management Program Sustainability/ESG Data Summary
403-2	Hazard identification, risk assessment, and incident investigation	Extended Content – Protecting Our Environment – Environmental Sustainability and EHS Management Programs – EHS Management Program; EHS Maturity Assessment Tool
403-5	Worker training on occupational health and safety	Extended Content – Protecting Our Environment – EHS Training, Education and Best Practice Sharing
403-6	Promotion of worker health	Extended Content - Building the Best Team – Associate Engagement – Wellness www.mydanaherbenefits.com
403-9	Work-related injuries	Sustainability/ESG Data Summary About this Report
GRI 404: Training and Education 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Building the Best Team – We Can Go as Far as Our Ambition Will Take Us Extended Content - Building the Best Team – Learning and Development
404-1	Average hours of training per year per employee	Sustainability/ESG Data Summary
404-2	Programs for upgrading employee skills and transition assistance programs	Building the Best Team – We Can Go as Far as Our Ambition Will Take Us – A Deliberate Approach to Professional Development Extended Content - Building the Best Team – Learning and Development Extended Content – Protecting our Environment – EHS Training, Education and Best Practice Sharing
404-3	Percentage of employees receiving regular performance and career development reviews	Extended Content - Building the Best Team – Motivating and Rewarding Performance - Performance for Growth (P4G) & Development for Growth (D4G) Cycle Sustainability/ESG Data Summary

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
GRI 405: Diversity and Equal Opportunity 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Equity and Inclusion Policy 2024 Proxy Statement – p. 18-19 Extended Content - Building the Best Team – Diversity, Equity + Inclusion Extended Content - Foundational Elements – Governance – Board Selection, Composition, Refreshment and Succession Planning
405-1	Diversity of governance bodies and employees	2024 Proxy Statement – p. 18-19 Sustainability/ESG Data Summary
405-2	Ratio of basic salary and remuneration of women to men	Extended Content - Building the Best Team – Diversity, Equity + Inclusion – Pay Equity Sustainability/ESG Data Summary
GRI 416: Customer Health and Safety 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Product Safety Policy Clinical Trial Conduct and Transparency Policy Extended Content - Foundational Elements – Medical Device Product Quality
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Extended Content - Foundational Elements – Medical Device Product Quality – Regulatory Inspections; Recalls Sustainability/ESG Data Summary
GRI 417: Marketing and Labeling 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Product Marketing, Advertising and Promotion Policy Code of Conduct Extended Content - Foundational Elements – Medical Device Product Quality – Ethical Marketing, Advertising and Sales
417-1	Requirements for product and service information and labeling	Product Marketing, Advertising and Promotion Policy Extended Content - Foundational Elements – Medical Device Product Quality – Ethical Marketing, Advertising and Sales
417-3	Incidents of non-compliance concerning marketing communications	Extended Content - Foundational Elements – Medical Device Product Quality – Ethical Marketing, Advertising and Sales In 2023, Danaher incurred no monetary losses as a result of legal proceedings associated with false marketing claims.
Supply Chain Sustainability		
GRI 3: Material Topics 2021	3-3 Management of material topics: Supply Chain Sustainability	Sustainable Supply Chain Policy Extended Content - Foundational Elements – Supply Chain Sustainability

SASB – Medical Equipment & Supplies

Topic	Metric	Code	Response[1]
Table 1. Sustainability Disclosure Topics & Metrics			
Affordability & Pricing	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	HC-MS-240a.1	Not reported
	Description of how price information for each product is disclosed to customers or to their agents	HC-MS-240a.2	Not reported
Product Safety	Number of recalls issued, total units recalled	HC-MS-250a.1	Extended Content - Foundational Elements – Medical Device Product Quality Sustainability/ESG Data Summary
	Safety Alerts for Human Medical Products database	HC-MS-250a.2	We report all necessary data as required by the FDA. This information is available here.
	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	HC-MS-250a.3	We report all necessary data as required by the FDA. This information is available here.
	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	HC-MS-250a.4	Extended Content - 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	Extended Content - Foundational Elements – Medical Device Product Quality – Ethical Marketing, Advertising and Sales In 2023, Danaher incurred no monetary losses as a result of legal proceedings associated with false marketing claims.
	Description of code of ethics governing promotion of off-label use of products	HC-MS-270a.2	Product Marketing, Advertising and Promotion Policy Code of Conduct Extended Content - Foundational Elements – Medical Device Product Quality
Product Design & Lifecycle Management	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	HC-MS-410a.1	Innovating Products That Improve Lives and Our Planet – Doing Even More: Product Sustainability
	Total amount of products accepted for takeback and reused, recycled or donated, broken down by: (1) devices and equipment and (2) supplies	HC-MS-410a.2	Not reported

[1] The bolded headers referenced in the Response refer to sections of this Report.

SASB – Medical Equipment & Supplies (continued)

Topic	Metric	Code	Response
Table 1. Sustainability Disclosure Topics & Metrics (continued)			
Supply Chain Management	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	HC-MS-430a.1	Sustainability/ESG Data Summary
	Description of efforts to maintain traceability within the distribution chain	HC-MS-430a.2	Sustainable Supply Chain Policy Channel Partner Code of Conduct Conflict Minerals Policy Statement Iran Trading Policy Danaher Group Statement on Slavery and Human Trafficking Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Danaher Group Report on Forced Labor and Child Labor in Supply Chains Extended Content - Foundational Elements – Supply Chain Sustainability
	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 Iran Trading Policy Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Danaher Group Report on Forced Labor and Child Labor in Supply Chains Extended Content - Foundational Elements – Supply Chain Sustainability
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	HC-MS-510a.1	Not reported
	Description of code of ethics governing interactions with health care professionals	HC-MS-510a.2	Code of Conduct Extended Content - Foundational Elements – Medical Device Product Quality
Table 2. Activity Metrics			
	Number of units sold by product category	HC-MS-000.A	Not reported

TCFD Index

This index cross-references the Task Force on Climate-Related Financial Disclosures (TCFD) Framework with applicable Danaher disclosures.

Topic	Recommended Disclosure	Response[1]
Governance	Describe the board's oversight of climate-related risks and opportunities.	Protecting Our Environment – Addressing Climate Risks and Opportunities – Governance
	Describe management's role in assessing and managing risks and opportunities.	Protecting Our Environment – Addressing Climate Risks and Opportunities – Governance
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Protecting Our Environment – Addressing Climate Risks and Opportunities – Climate Risks; Climate Opportunities
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Climate-related risks and opportunities have not materially impacted the Company's businesses, strategy and financial planning.
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	In the future, management will consider the potential applicability to its businesses and strategy of multiple climate-related scenario analyses.
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	Protecting Our Environment – Addressing Climate Risks and Opportunities – Assessment and Management Process
	Describe the organization's processes for managing climate-related risks	Protecting Our Environment – Addressing Climate Risks and Opportunities – Assessment and Management Process; Climate Risks; Climate Opportunities
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Protecting Our Environment – Addressing Climate Risks and Opportunities – Assessment and Management Process

[1] The bolded headers referenced in the Response refer to sections of this Report.

TCFD Index (continued)

Topic	Recommended Disclosure	Response
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	The Company has established the following metrics, which are updated annually in the Danaher Sustainability Report, to measure and track the progress of our climate program: • Direct (Scope 1) and indirect (Scope 2) emissions • GHG emissions intensity • Total energy consumption • Supplier engagement with our Sustainability Due Diligence, Assessment and Monitoring program (in partnership with EcoVadis) • Our operating companies also track metrics to the extent they deem appropriate specific to the measurement and management of their particular climate risks and opportunities. Refer to the Sustainability & ESG Data summary table.
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	Sustainability/ESG Data Summary The Company discloses its commitment to develop a Scope 3 inventory in the Reducing our greenhouse gas emissions section of this report.
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	In 2022, the Company announced the following climate target: • By 2032, reduce absolute Scope 1 and Scope 2 emissions by 50.4% from a 2021 baseline In 2024, the Company announced its commitment to set a science-based GHG emission reduction target in line with the SBTi, including a long-term target to reach net-zero value chain emissions by no later than 2050.

UN Sustainable Development Goals Relevant to Danaher

Sustainable Development Goal	Response[1]
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 Extended Content – Our Businesses Innovating Products That Improve Lives and Our Planet Extended Content - Building the Best Team – Associate Engagement; Community Impact Extended Content - Protecting Our Environment – 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 Extended Content - Building the Best Team – Associate Engagement; Community Impact
Goal 5 – Gender Equality Achieve gender equality and empower all women and girls	Diversity, Equity and Inclusion Policy Extended Content - Building the Best Team – Talent Recruitment; Associate Engagement; Diversity, Equity + Inclusion Extended Content – 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 Protecting Our Environment – Promoting Water Stewardship
Goal 8 – Decent Work and Economic Growth Promote inclusive and sustainable economic growth, employment and decent work for all	Code of Conduct Diversity, Equity and Inclusion Policy Innovating Products That Improve Lives and Our Planet Extended Content – Our Businesses Extended Content - Building the Best Team – Associate Engagement; Diversity, Equity + 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 Innovating Products That Improve Lives and Our Planet
Goal 10 – Reduced Inequalities Reduced inequalities within and among countries	Diversity, Equity and Inclusion Policy Extended Content - Building the Best Team – Talent Recruitment; Associate Engagement; Diversity, Equity + Inclusion Sustainability/ESG Data Summary

[1] The bolded headers referenced in the Response refer to sections of this Report.

UN Sustainable Development Goals Relevant to Danaher (continued)

Sustainable Development Goal	Response
12 RESPONSIBLE CONSUMPTION AND PRODUCTION Goal 12 - Responsible Consumption and Production Ensure sustainable consumption and production patterns	Sustainability Policy Sustainable Supply Chain Policy Protecting Our Environment – Reducing Our Greenhouse Gas Emissions; Addressing Climate Risks and Opportunities; Promoting Water Stewardship Extended Content - Protecting Our Environment – KPIs and Goals; Environmental Sustainability and EHS Management Programs; Our Operating Companies Lead the Way Sustainability/ESG Data Summary
13 CLIMATE ACTION Goal 13 - Climate Action Take urgent action to combat climate change and its impacts	Sustainability Policy From Our CEO Protecting Our Environment – Reducing Our Greenhouse Gas Emissions; Addressing Climate Risks and Opportunities Extended Content - Protecting Our Environment – KPIs and Goals; EHS Management Programs; Our Operating Companies Lead the Way Sustainability/ESG Data Summary

Appendix B:

Sustainability and ESG data summary

Coastal View in Boscastle, Cornwall, U.K. by Martin Weston, Cytiva associate

Pillar

Team

Category	Metric	Unit	2021	2022	2023	Goal	Timeframe
Associate Demographics	Total Associates (Global)	# of associates	63,000	65,000	63,000	—	—
	North America	# of associates	25,000	26,000	24,000	—	—
		% of total	40%	40%	38%	—	—
	Western Europe	# of associates	19,000	20,000	20,000	—	—
		% of total	30%	31%	32%	—	—
	High Growth Markets	# of associates	16,000	16,000	16,000	—	—
		% of total	25%	25%	25%	—	—
	Other Developed Markets	# of associates	3,000	3,000	3,000	—	—
		% of total	5%	4%	5%	—	—
	Full Time Associates (Global)	# of associates	62,000	63,000	61,000	—	—
	Part Time Associates (Global)	# of associates	1,000	2,000	2,000	—	—
	Temporary Workers (Global)	# of associates	800	700	600	—	—
	Unionized Associates (U.S., hourly-rated)	# of associates	400	400	250	—	—
	Associate Tenure (Global Average)	Years	7	7	8	—	—
	Countries With Danaher Locations	# of countries	61	60	59	—	—
	Languages Spoken by Associates	# of languages	>20	>20	>20	—	—
	18 - 20 years old (Global)	% of associates	1%	<1%	<1%	—	—
	21 - 30 years old (Global)	% of associates	17%	17%	15%	—	—
	31 - 40 years old (Global)	% of associates	32%	33%	33%	—	—
	41 - 50 years old (Global)	% of associates	25%	25%	26%	—	—
	51 - 60 years old (Global)	% of associates	19%	19%	19%	—	—
	61 - 64 years old (Global)	% of associates	4%	4%	4%	—	—
	65+ years old (Global)	% of associates	2%	2%	2%	—	—
Internal Fill Rate	Executives & Senior Leaders	% of open roles filled internally	76%	75%	85%	>75%	Annual
	Manager	% of open roles filled internally	72%	77%	87%	—	—
New Hires	Total External New Hires (Global)	# of associates	17,700	11,000	6,000		
	North America	# of associates	9,300	5,300	2,500	—	—
	Western Europe	# of associates	3,900	3,000	1,500	—	—
	High Growth Markets	# of associates	4,200	2,500	1,800	—	—
	Other Developed Markets	# of associates	300	200	200	—	—
	Global Women New Hires	% of total global external new hires	42%	40%	40%	—	—
	U.S. People of Color New Hires	% of total U.S. external new hires	58%	55%	48%	—	—
	U.S. Women and/or People of Color New Hires	% of total U.S. external new hires	75%	72%	68%	—	—

Team

Pillar	Category	Metric	Unit	2021	2022	2023	Goal	Timeframe
	Turnover	Voluntary Turnover	% of associates	9%	9%	7%	<5%	Annual
		Involuntary Turnover	% of associates	3%	6%	6%	—	—
		Total Turnover	% of associates	12%	15%	13%	—	—
	Engagement	Engagement Index	%	78%	73%	71%	—	—
		Engagement Index Improvement/Decline (vs. prior year)	Percentage points	-2	-5	-2	—	—
		Diversity Index	%	89%	87%	87%	—	—
		Inclusion Index	%	86%	85%	85%	—	—
		Response Rate	%	91%	88%	88%	90%	Annual
	Training & Development	Associates Who Completed EHS & Sustainability Training	% of in-scope associates	—	—	98%	—	—
		Associates Who Completed Anti-Harassment & Discrimination Training	% of in-scope associates	99%	99%	99%	—	—
		Associates Who Completed Supply Chain Sustainability Training	% of in-scope associates	—	96%	94%	—	—
	Performance	Associates Who Received a Performance Review	% of associates	88%	87%	88%	—	—
	Pay Equity	Global Women Weighted Median Total Direct Compensation vs Male Associates	%	—	—	99%	100%	Annual
		U.S. Women Weighted Median Total Direct Compensation vs Male Associates	%	—	—	100%	100%	Annual
		U.S. Black, Asian and Hispanic/Latinx Weighted Median Total Direct Compensation vs White Associates	%	—	—	99%	100%	Annual

Pillar

Team

Category	Metric	Unit	2021	2022	2023	Goal	Timeframe
Diversity Representation	**Women**	% of total	39%	39%	40%	40%	2025
	Executives & Senior Leaders	% of total	32%	32%	35%	—	—
	Managers	% of total	34%	35%	37%	—	—
	Individual Contributors	% of total	40%	40%	41%	—	—
	North America	% of total	40%	40%	40%	—	—
	Western Europe	% of total	39%	39%	39%	—	—
	High Growth Markets	% of total	40%	41%	42%	—	—
	Other Developed Markets	% of total	39%	39%	39%	—	—
	U.S. People of Color	% of total	44%	44%	42%	38%	2025
	Executives & Senior Leaders	% of total	23%	25%	25%	—	—
	Managers	% of total	32%	32%	34%	—	—
	Individual Contributors	% of total	47%	46%	44%	—	—
	U.S. Associates	# of associates	24,000	25,000	23,000	—	—
	White	% of total	52%	53%	54%	—	—
	Executives & Senior Leaders	% of total	73%	71%	70%	—	—
	Managers	% of total	63%	63%	63%	—	—
	Individual Contributors	% of total	50%	51%	52%	—	—
	Asian	% of total	22%	20%	20%	—	—
	Executives & Senior Leaders	% of total	14%	15%	16%	—	—
	Managers	% of total	18%	17%	17%	—	—
	Individual Contributors	% of total	23%	21%	21%	—	—
	Hispanic/Latinx	% of total	12%	12%	12%	—	—
	Executives & Senior Leaders	% of total	4%	4%	4%	—	—
	Managers	% of total	9%	9%	9%	—	—
	Individual Contributors	% of total	12%	13%	13%	—	—
	Black	% of total	7%	8%	7%	—	—
	Executives & Senior Leaders	% of total	4%	4%	4%	—	—
	Managers	% of total	4%	5%	5%	—	—
	Individual Contributors	% of total	8%	8%	8%	—	—

Pillar	Category	Metric	Unit	2021	2022	2023	Goal	Timeframe
Team	**Diversity Representation** (continued)	American Indian/Alaskan Native	% of total	<1%	<1%	<1%	—	—
		Executives & Senior Leaders	% of total	-%	-%	-%	—	—
		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%	3%	2%	—	—
		Not Specified	% of total	3%	3%	3%	—	—

Pillar	Category	Metric	Unit	2021	2022	2023	Goal	Timeframe
Environment	**Environmental Metrics**	**Total Energy Use**	GJ	4,576,136	4,581,933	4,662,922	—	—
		Total Energy Use (intensity)	GJ per million USD revenue	184.5	172.0	195.2	—	—
		Direct Energy Use	GJ	2,328,449	2,223,226	2,333,635	—	—
		Indirect Energy Use	GJ	2,247,687	2,358,708	2,329,287	—	—
		Total GHG Emissions, Scope 1 and 2 Market Based	Metric tons CO_2e	295,166	282,933	235,195	—	—
		Total GHG Emissions, Scope 1 and 2 Market Based (intensity)	Metric tons CO_2e per million USD revenue	11.9	10.6	9.8	—	—
		Increase/decrease vs. 2021 (absolute)	%	—	—	-20.32%	-50.4%	2032
		GHG Emissions, Scope 1	Metric tons CO_2e	112,344	108,151	108,279	—	—
		GHG Emissions, Scope 1 (intensity)	Metric tons CO_2e per million USD revenue	4.5	4.1	4.5	—	—
		GHG Emissions, Scope 2 Market Based	Metric tons CO_2e	182,822	174,782	126,916	—	—
		GHG Emissions, Scope 2 Market Based (intensity)	Metric tons CO_2e per million USD revenue	7.4	6.6	5.3	—	—
		GHG Emissions, Scope 2 Location Based	Metric tons CO_2e	189,411	198,243	195,664	—	—
		GHG Emissions, Scope 2 Location Based (intensity)	Metric tons CO_2e per million USD revenue	7.6	7.4	8.2	—	—
		Total Waste Generated	Metric tons	60,119	63,016	55,391	—	—
		Total Waste Generated (intensity)	Metric tons per million USD revenue	2.4	2.4	2.3	—	—
		Non-hazardous/Non-regulated Waste Generated	Metric tons	33,560	38,140	33,170	—	—
		Non-hazardous/Non-regulated Waste Diverted From Disposal	Metric tons	23,257	27,604	24,151	—	—
		Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration	Metric tons	10,303	10,536	9,019	—	—
		% of Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration*	% of total non-hazardous/non-regulated waste generated	31%	28%	27%	—	—
		Increase/decrease vs. 2019 baseline	%	—	—	-30%	-15%	2024
		Hazardous/Regulated Waste Generated	Metric tons	26,559	24,876	22,221	—	—
		Hazardous/Regulated Waste Sent to Landfill or Incineration	Metric tons	10,411	8,820	10,445	—	—
		Hazardous/Regulated Waste Diverted From Disposal	Metric tons	16,148	16,056	11,775	—	—
		Total Water Use	Cubic meters	5,781,480	6,096,390	5,562,084	—	—
		Total Water Use (intensity)	Cubic meters per million USD revenue	233.1	228.8	208.8	—	—

* This metric does not include incineration with energy recovery.

Appendix

Pillar	Category	Metric	Unit	2021	2022	2023	Goal	Timeframe
Environment	**Health and Safety Performance**	Total Recordable Incident Rate (TRIR)	See accompanying "Notes"	0.56	0.62	0.49	—	—
		Increase/Decrease (vs. prior year)	%	—	+11%	-21%	-10%	Annual
		Days Away Restricted or Transferred (DART)	See accompanying "Notes"	0.37	0.43	0.36	—	—
		Increase/Decrease (vs. prior year)	%	—	+16%	-16%	-10%	Annual
		Contractor Fatalities	# of contractors	0	0	0	—	—
		Associate Fatalities	# of associates	0	0	0	—	—
	EHS Management Program Certifications*	Total EHS Significant Manufacturing & Assembly Sites (Globally)	# of sites	149	164	160	—	—
		ISO 14001 Certified	# of sites	56	59	56	—	—
			% of total manufacturing & assembly square meters	—	45%	49%	—	—
		ISO 45001 Certified	# of sites	19	18	9	—	—
			% of total manufacturing & assembly square meters	—	11%	10%	—	—
		ISO 50001 Certified	# of sites	5	5	5	—	—
			% of total manufacturing & assembly square meters	—	4%	6%	—	—
Foundational elements	**Speak Up! Compliance Reporting**	Speak Up! Reports Received and Investigated	# of reports	>800	>1,000	>1,220	—	—
		Speak Up! Reports Received per 100 Danaher Associates	# of reports per 100 associates	1.5	1.5	1.9	≥1.0	Annual
		Self-Identifying Reporters	% of total reporters	44%	42%	37%	>40%	Annual
	Code of Conduct*	In-scope Associates Who Completed Code of Conduct and Related Certification	% of total in-scope associates	99%	99%	97%	100%	Annual
	Board of Directors	Female Directors	# of Directors	4	4	4	—	—
			% of total	31%	29%	29%	—	—
		Racially/Ethnically Diverse Directors	# of Directors	3	4	4	—	—
			% of total	23%	29%	29%	—	—
		Directors Born Outside of the U.S.	# of Directors	3	4	4	—	—
			% of total	23%	29%	29%	—	—
		U.S. Military Veteran Directors	# of Directors	2	2	2	—	—
			% of total	15%	14%	14%	—	—
		Directors Under 50 Years Old	# of Directors	2	3	3	—	—
			% of total	15%	21%	21%	—	—

* 2021 and 2022 metrics include Environmental & Applied Solutions

Pillar	Category	Metric	Unit	2021	2022	2023	Goal	Timeframe
Foundational elements *Medical Device Product Quality*	**QMS Management Program Certification**	ISO 13485 Certification	% of total in-scope facilities that are certified	100%	100%	100%	100%	Annual
	FDA Registered Sites Classified by highest-risk device produced at site	Total	# of sites	56	53	51	—	—
		High (III)	# of sites	3	3	3	—	—
		Medium (II)	# of sites	36	36	36	—	—
		Low (I)	# of sites	17	14	12	—	—
		Biotechnology Segment	# of sites	7	7	2	—	—
		High (III)	# of sites	0	0	0	—	—
		Medium (II)	# of sites	6	6	2	—	—
		Low (I)	# of sites	1	1	0	—	—
		Life Sciences Segment	# of sites	11	11	14	—	—
		High (III)	# of sites	0	0	0	—	—
		Medium (II)	# of sites	3	4	8	—	—
		Low (I)	# of sites	8	7	6	—	—
		Diagnostics Segment	# of sites	38	35	35	—	—
		High (III)	# of sites	3	3	3	—	—
		Medium (II)	# of sites	27	26	26	—	—
		Low (I)	# of sites	8	6	6	—	—
	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	2	0	4	0	Annual
	FDA Recalls	Total FDA Recalls	# of recalls	18	12	18	—	—
		Class I	# of recalls	0	0	0	—	—
		Class II	# of recalls	18	11	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	2021	2022	2023	Goal	Timeframe
	Ecovadis Ratings	Cytiva (Uppsala, Sweden site)	Ecovadis rating / badge	Gold	Gold	Platinum	—	—
		Pall	Ecovadis rating / badge	Silver	Silver	Bronze	—	—
		Molecular Devices	Ecovadis rating / badge	Bronze	Silver	Silver	—	—
		SCIEX	Ecovadis rating / badge	Bronze	Bronze	Bronze	—	—
Financial Results	**Revenue**	Danaher	USD billion	24.8	26.6	23.9	—	—
		Biotechnology Segment	USD billion	8.6	8.8	7.2	—	—
		Life Sciences Segment	USD billion	6.4	7.0	7.1	—	—
		Diagnostics Segment	USD billion	9.8	10.8	9.6	—	—
	Supply Chain	Annual Spend	USD billion	7.4	8.6	8.0	—	—
		Global Suppliers	# of suppliers	>62,000	>62,000	>50,000	—	—
		Annual Supply Chain Spend Assessed Through EcoVadis	% of annual supply chain spend	44%	52%	75%	80%	2024

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).
- Unless otherwise indicated, all data presented excludes the former Environmenal & Applied Solutions segment, which was spun off as Veralto Corporation on September 30, 2023.
- 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 South Asian descent.
- Danaher sets annual goals for the following metrics:
  - "Internal Fill Rate": In 2024, our goal is to fill 75% or more of open Executive & Senior Leader roles internally.
  - "Voluntary Turnover": In 2024, our goal is to limit voluntary turnover to 5% or less.
  - "TRIR" and "DART": In 2024, our goal is to reduce our injury rate by 10% from 2023.
  - SpeakUp! Compliance Reporting: In 2024, our goal is to receive 1 report per every 100 associates and for >40% of those reporters to self-identify.
  - Code of Conduct Certification: In 2024, our goal is for 100% of in-scope associates to complete Code of Conduct training and related certification.