

Sustainability Report 2025



Innovation at the speed of life.





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

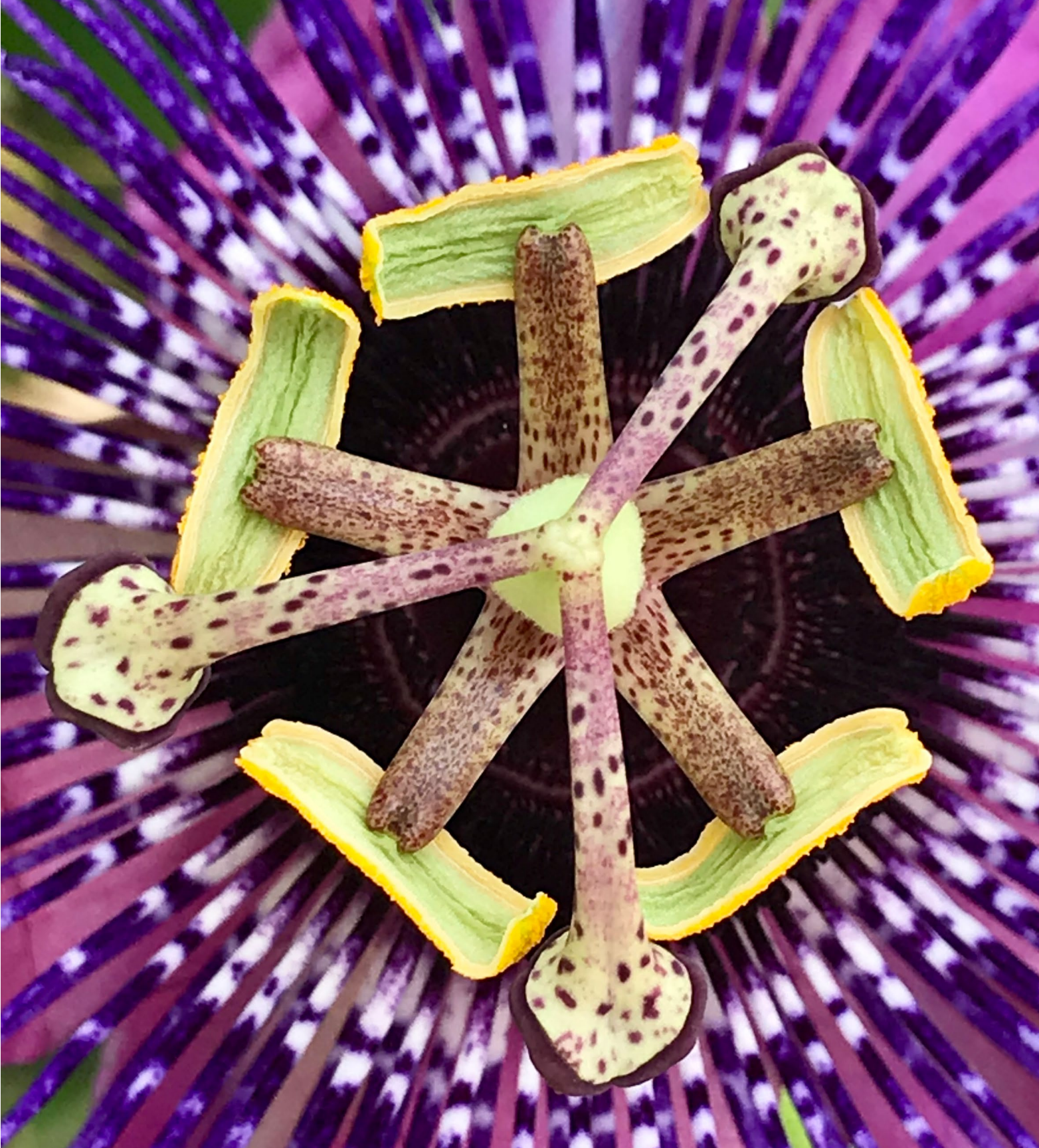
*Havelock Island, Andaman & Nicobar, India,
by Anirban Mudi, IDBS associate*

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This report covers the reporting period from January 1, 2024 through December 31, 2024, as well as select subsequent developments. This report also constitutes statutory reporting on corporate responsibility cf. §99A of the Danish Financial Statements Act.

Flower geometry by Jason Gordon, Danaher associate





From Our CEO

Considerations of time lie at the heart of what we do at Danaher: Helping customers reduce the time required to commercialize potentially life-saving vaccines or therapies. Developing innovative diagnostics that help clinicians identify, treat and track disease faster. Offering solutions that improve the efficiency of the life sciences research process and free scientists to spend more time finding new therapies.

A focus on time also underpins what sustainability means to us. Our Sustainability Mission Statement defines sustainability as “a commitment to considering the long-term interests of our associates, customers, shareholders, business partners, communities and our planet in everything we do.” As we help enable our customers to compress their own timelines, we are dedicated to ensuring that the world will be a better place for many years to come.

The theme of time courses through this report, which shares major achievements from the past year. We highlight our key innovations and breakthrough technologies that are accelerating the impact of science and technology and improving human health around the world. We celebrate the innovative team of associates that are driving these advancements, and our efforts to ensure the time they spend at Danaher is professionally and personally rewarding. We detail how the Danaher Business System underpins our ambitions to reduce greenhouse gas emissions, waste and water consumption and improve the health of our planet. And, we describe how our sustainability efforts extend beyond our direct operations and into our expansive supply chain.

We are grateful for your support. As you take the time to read about Danaher’s sustainability accomplishments, I hope you are as inspired as I am about what lies ahead.

A handwritten signature in black ink that reads "Rainer M. Blair". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Rainer M. Blair
President and CEO, Danaher Corporation

Danaher at a Glance

6	2024 Highlights
7	How We Work
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2024 Highlights

Danaher is a leading global life sciences and diagnostics innovator, committed to accelerating the power of science and technology to improve human health. 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 Revenue

Danaher comprises businesses across biotechnology, diagnostics and life sciences united by a shared commitment to innovate for tangible impact.

Biotechnology



\$6.8 Billion Revenue

Life Sciences



\$7.3 Billion Revenue

Diagnostics



\$9.8 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 talented 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
- Innovation** Defines Our Future
- Customers Talk**, We Listen
- We Compete for **Shareholders**
- Kaizen** is Our Way of Life

The Danaher Business System

The Danaher Business System (DBS) has been the foundation of our performance and culture since our company's earliest days. DBS is how we meet the ever-changing needs of our customers, partners and associates. We seek to continually learn, iterate and improve our processes 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.

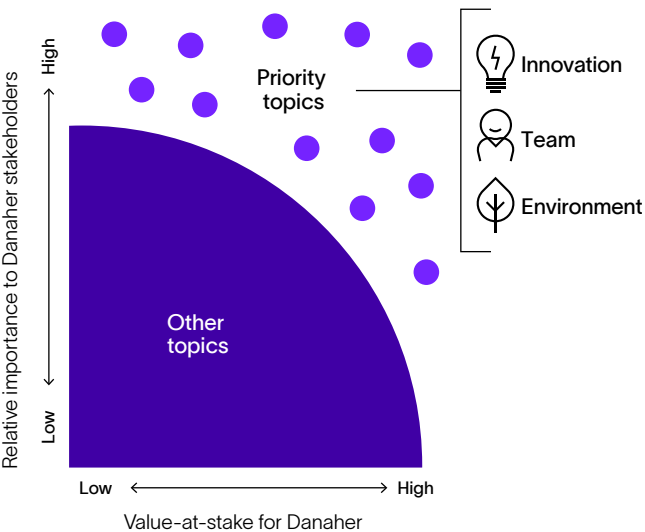


DBS is our system of continuous improvement and the culture that makes it work.

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 periodic 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:

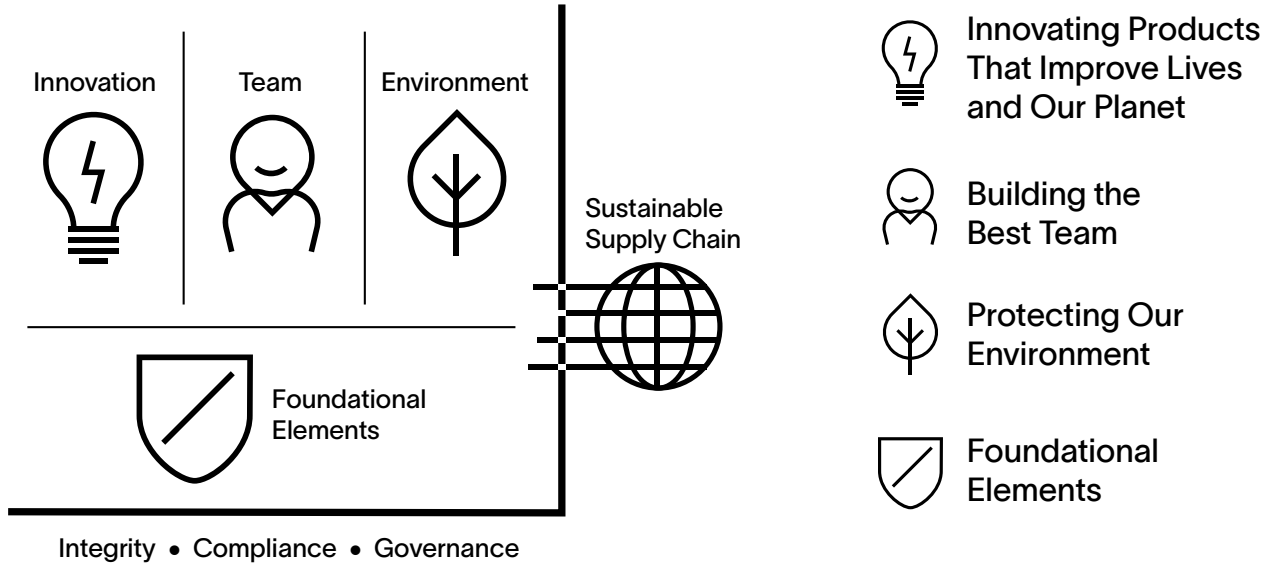


- Surveys of approximately 300 Danaher associates across all of our major businesses and geographies
- Approximately 125 interviews and surveys with internal and external stakeholders including investors, customers, regulators and third-party rating firms
- Extensive benchmarking of the sustainability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

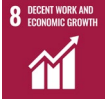
Our Sustainability Strategy and Pillars

Informed by these priority topics, below are 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

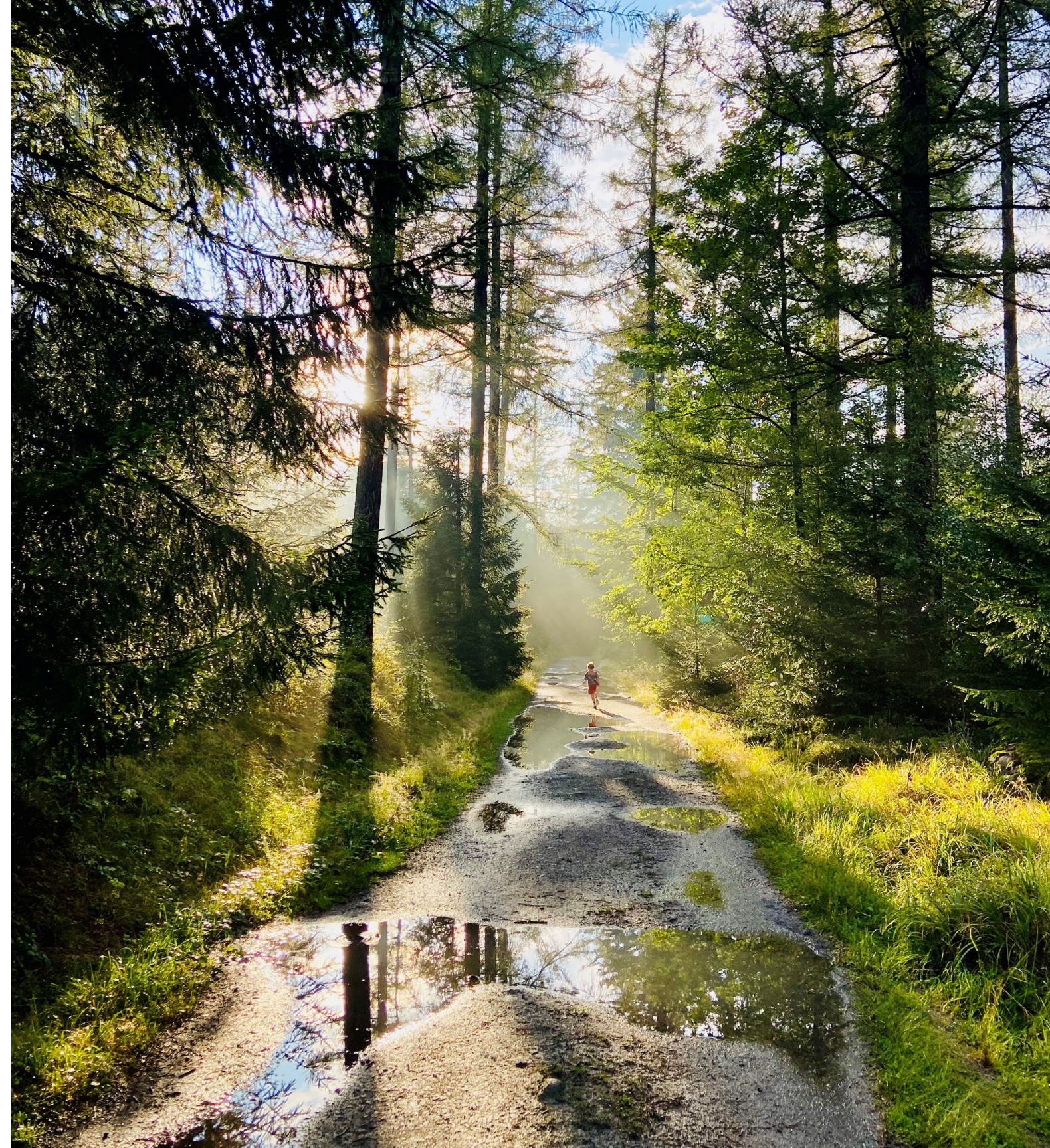
Our Sustainability Pillars	Our 2024-2025 Progress	Key Goals in Effect in 2024	Supporting UN SDGs
 Innovating Products That Improve Lives and Our Planet	• \$1.6 billion in 2024 research & development spend • DBS product development tools continued to help support customer sustainability needs • Our products and solutions continued to meaningfully improve quality of life around the world	—	  
 Building the Best Team	• 63,000 associates in more than 50 countries • Demonstrating the investment we make in associate professional development and the value we place on our team, in 2024 our internal fill rate for senior leader and executive roles was 76% • We continued our commitment to maintaining pay fairness and merit-based pay across the organization globally • We invested more than \$11 million in our communities in 2024, focused on accelerating science and technology to improve human health, protecting our environment and natural resources for future generations and disaster relief	• 75% or more open senior leader and executive roles filled internally	  
 Protecting Our Environment	• We 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 net-zero commitment complements our existing Scope 1 and 2 GHG emissions reduction goal. Our 2024 Scope 1 and 2 GHG emissions represented a 31% reduction compared to 2021. • We deployed an enterprise-wide TCFD-based climate risk and opportunity assessment in 2024 • We launched the DBS Water Stewardship Tool in 2023 • We reduced the percentage of non-hazardous/non-regulated waste sent to landfill or incineration by 37% in 2024 compared to 2019	• -50.4% Scope 1 and 2 GHG emissions on an absolute basis by 2032 (compared to 2021) • -15% reduction by 2024 (compared to 2019)	 
 Sustainable Supply Chain	• In partnership with EcoVadis, we assessed sustainability practices of suppliers representing 76% of our supplier spend in 2024	• 80% EcoVadis coverage of annual supplier spend	 

This table summarizes our 2024-2025 progress. Please click on each example for more detailed information that is provided in this report.



Innovating Products That Improve Lives and Our Planet

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How We Innovate

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.

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 that encompasses tools to 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 that drives 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 the sustainability requirements of our customers and the 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 are designed to 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 plan to enhance our operating company strategic planning process to better integrate considerations of sustainability where strategically relevant.



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 globe. The rigorous process that underlies innovation at Danaher gives us confidence that the best is yet to come.

Advanced Identification of Potential Therapeutic Targets



In 2024, **Leica Microsystems** launched the SpectraPlex solution for use with its STELLARIS confocal microscope platform. SpectraPlex improves on traditional scientific imaging by enabling STELLARIS users to visualize 15+ biological components in one pass and in a 3D spatial context. Combined with Leica Microsystems’ AI-based image analysis software (Aivia), this solution helps researchers understand how these components interact across time and space, aiding in the understanding of disease progression and the discovery of new treatments.

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. For example, in colorectal cancer, it has been shown that if a drug was effective on a PDO it was 90% likely to be effective on the 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 80 million animals for scientific purposes.





Enhancing Blood Cancer Research



Lymphomas are a heterogeneous group of blood cancers with few recurrent and disease-specific mutations. Because of these characteristics, the study of lymphomas requires highly advanced multi-tasking tools to facilitate the study of genetic variants in these cancers. **Integrated DNA Technologies (IDT)** has launched the Archer VARIANT Plex™ Lymphoma panel, a next-generation sequencing (NGS) assay that enables researches to identify critical biomarkers from challenging lymphoma samples. These advanced tools support the research community's efforts to combat blood cancers that affect approximately 1.2 million people globally each year.

Improving Filtration of High-Concentration Biologics



Our customers are experiencing a higher demand for drugs that can be self-administered under the skin, rather than needing intravenous injections at hospitals. High-concentration biologic drugs help meet that demand, but they can be tricky to filter because of their complex makeup and the high number of particles they contain. **Cytiva's** new Supor™ Prime sterilizing filters help address this challenge through an innovative membrane design that minimizes drug loss and product waste during the process of producing high-concentration biologic drugs, and also boosts yield, reduces blockages and lowers filtration costs.

Accelerating Breakthrough Treatments' Path to the Clinic



IDT and Aldevron have partnered to offer expanded CRISPR gene editing technologies 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, equipping researchers with end-to-end services that support compliance, efficiency and a faster path to clinic.

Integrated 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.



Transforming Cell Therapy Manufacturing

Cytiva is bringing streamlined manufacturing solutions to cell therapy, the process of using and processing a patient's own cells to deliver therapy. The Sefia cell therapy manufacturing platform – developed as part of a collaboration with Kite, a Gilead Company – offers the industry a more efficient way to automate the steps in this process. The Sefia platform consists of two main parts that work together in a closed system. The first part, the Sefia Select™ system, automates the process of isolating, collecting and preparing cells. The second part, the Sefia™ expansion system, automates the steps of activating, modifying and multiplying cells. Collectively this automation can help to cut costs, support more consistent results and speed up the journey to clinical milestones.





Best-in-Class Productivity for Clinical Testing



Given recent diagnostic testing surges and increasing financial pressures, clinical laboratories are challenged to improve productivity and throughput with fewer resources. **Beckman Coulter's** Dxl 9000 Immunoassay Analyzer provides industry-leading high-throughput of up to 450 tests per hour, optimizes reagent consumption and improves yields and traceability. The Dxl 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 Dxl 9000 Analyzer's industry-leading productivity, its ability to support increasingly sensitive testing requirements solidifies its importance to healthcare providers and pharmaceutical companies tackling many of the world's most challenging diseases.

Advancing Cancer Diagnostics and Improving Lives



Each year, nearly 20 million people around the world receive a devastating 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' Apero GT 450 DX** 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 can contribute to a more accurate and timely diagnosis to patients.



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 life-saving treatments and diagnostics.



Anemia remains a significant global health challenge, affecting over 40% of all preschool-aged children and nearly 40% of pregnant women worldwide. In 2024, **HemoCue** shipped more than 25 million hemoglobin tests (which help diagnose anemia) to India and developing countries in Africa and Latin America. Providing lab-accurate hemoglobin point-of-care testing makes a difference where it's needed the most.



Cepheid's powerful GeneXpert® system helps the healthcare community respond to new challenges 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 epidemic and increasing number of drug-resistant strains, the need for a 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 or below cost to both the Global Fund and less-developed countries eligible for Cepheid's Global Access Program. This significantly strengthens Cepheid's long-standing commitment to supporting greater access to high-quality TB testing in those communities most in need.

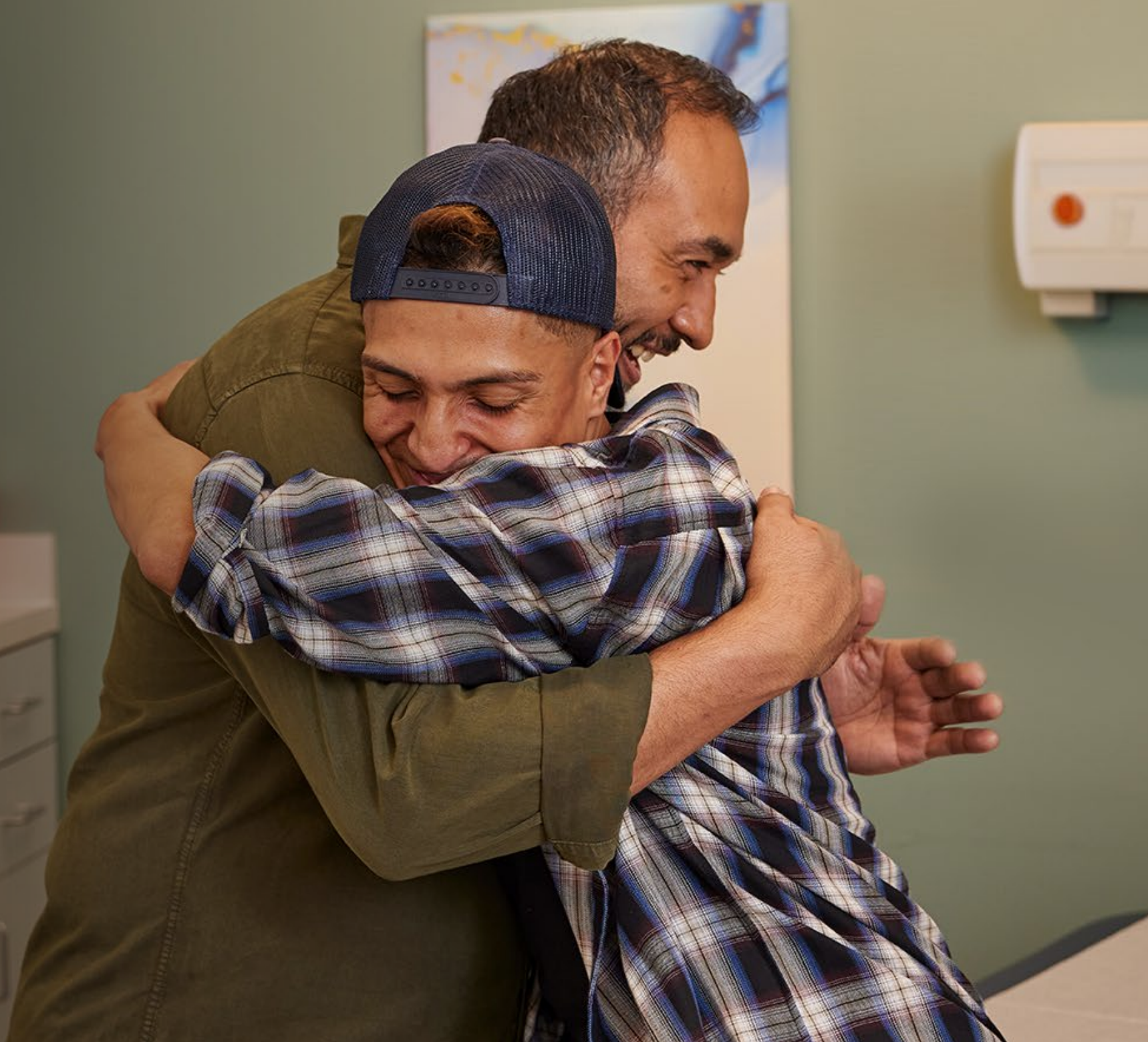
Transforming Healthcare with the First Point-of-Care Test for Hepatitis C



It is estimated that more than 2.4 million people – and as many as 4 million people – in the United States have hepatitis C, which if left untreated often leads to serious and sometimes deadly outcomes such as liver cancer and liver failure. The infection contributed to more than 12,000 deaths in the US in 2022.

Hepatitis C Virus (HCV) testing in the US presents many challenges, including inadequate testing infrastructure, results that take days to weeks to be returned, patients lost to follow-up, ongoing transmission risk and barriers related to health insurance.

In 2024, Cepheid introduced a transformative new product in the US—the first HCV test that can be used in appropriately-certified point-of-care settings. Cepheid's Xpert HCV does not require samples to be sent to a central lab for testing. Instead, the tests detect HCV RNA from a fingertip blood sample and deliver results in about an hour. Xpert HCV finally enables same day testing and treatment for Hepatitis C in the US, which can help dramatically improve patient management and save lives.



Sunsetting Styrofoam Packaging

Motivated by the distressing sight of sea turtles eating plastic during a diving trip, a **Cytiva** associate led a collaboration with an external partner to develop a new cold storage shipping solution that helps significantly reduce polystyrene (Styrofoam) from Cytiva secondary packaging. Importantly, this plant-based recyclable liner maintains the low temperatures required to protect products on their way to customers. Cytiva has eliminated 38,000 polystyrene shipping boxes so far through this global initiative—the equivalent of approximately 46 20-foot shipping containers of Styrofoam.

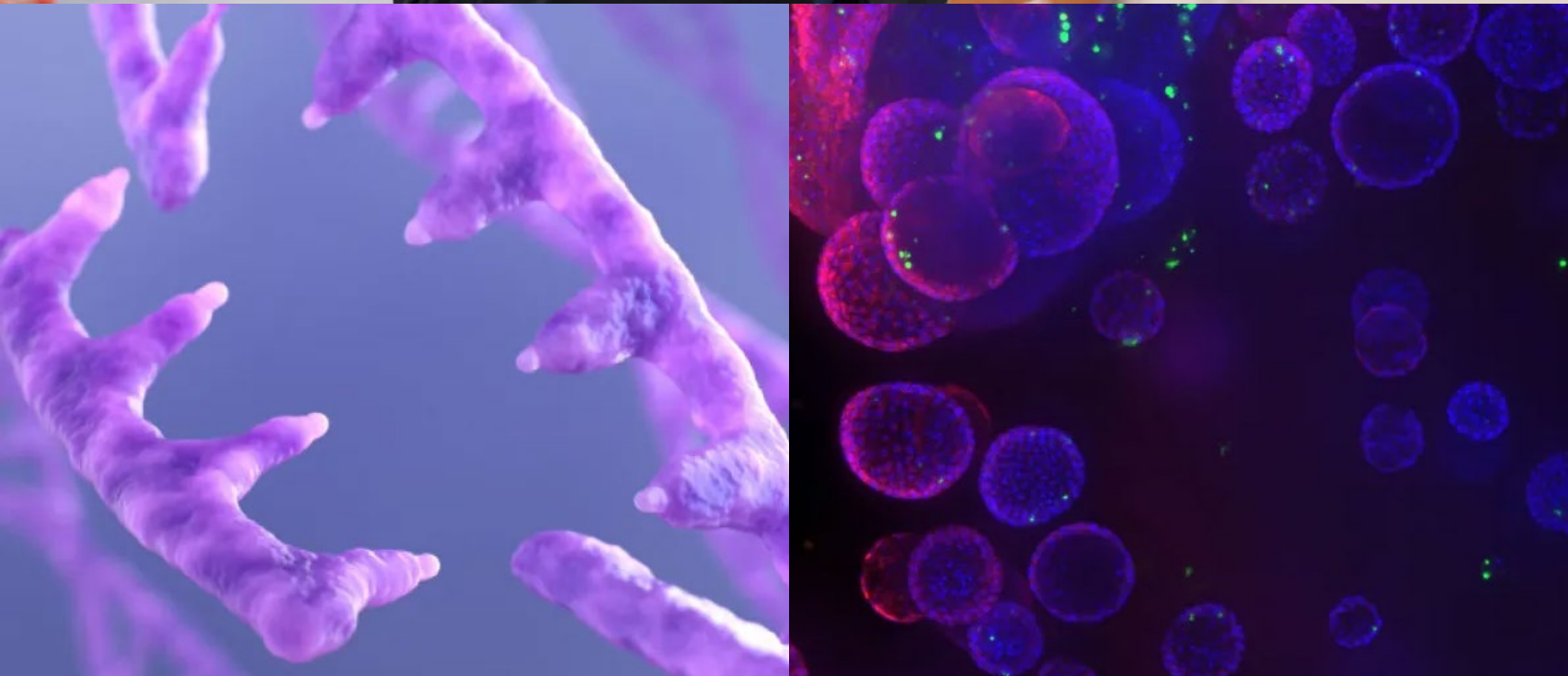
Supporting Decarbonization Technologies

The need to increase renewable energy production and reduce greenhouse gas emissions continues to grow, and **Pall's** Energy+ business is providing critical support for foundational decarbonization technologies. The Energy+ business provides filtration solutions that support the production of biofuels and green hydrogen, wind turbine operations, production of lithium batteries and carbon capture technologies. Sophisticated filtration is a key requirement across a range of decarbonization solutions, and Pall is deploying decades of filtration experience to help enable these emerging technologies.

Among the business' initiatives is an innovative filtration technology (enabled by additive manufacturing, also known as "3D Printing") being designed to enhance carbon capture efficiency in energy-intensive industries such as cement production, refineries and steel manufacturing. This advance filtration system is being designed to help achieve over 99.9% dust filtration efficiency, including sub-micron particulates, to support optimal performance of carbon capture systems that reduce greenhouse gas emissions. Pall is piloting the solution with certain customers in 2025 with expectations to launch the product commercially in 2026.



Windmills in Idaho by Matt Larson, Cytiva associate



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. Focus areas of existing partnerships include genomic medicines, precision diagnostics, next-generation biomanufacturing, human systems and data sciences.

Learn more about [our Beacons](#).



“Innovation must be both groundbreaking and sustainable. The Danaher Beacon Program seeks to ensure that promising scientific advancements are supported with the resources and guidance needed to create real-world impact, responsibly and efficiently.”

Vanessa Almendro

Vice President, Head of Science and Technology Innovation,
Danaher Corporation

Nobel Laureate and Beacon leader Jennifer Doudna, PhD,
holds a CRISPR model, Innovative Genomics Institute, UC Berkeley.

A photograph of a marshy landscape at sunset. The sky is a gradient of blue and orange, with the sun low on the horizon. The water in the foreground is calm, reflecting the sky and the silhouettes of tall grasses. The grasses are a mix of green and brown, indicating a natural, undisturbed environment.

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** companies supported more than 90% of the global production volume of approved monoclonal antibodies in 2024.

55% 55% of FDA-approved cellular and gene therapy drug manufacturers rely on **Danaher Genomic** companies to support research and/or drug development efforts.

60% Of the more than 51,000 scientific articles published in 2024 on the latest microscopy-based findings in cancer research, 60% referenced the use of **Leica Microsystems'** products and solutions.

70% **SCIEX** technology supported the development of approximately 70% of the new drugs approved by the FDA in 2024 for cancer treatment, which could impact the lives of millions of cancer patients.

>1^{MM} More than 1 million diagnostic tests are performed on **Beckman Coulter Diagnostics** systems every hour around the world, impacting 1.2 billion patients and more than 3 million clinicians each year.

>1.6^{MM} **Leica Biosystems** enables more than 1.6 million tests for cancer every week.

>800^K Every day, more than 800,000 blood samples are tested around the world using **Radiometer** analyzers.

52% In 2024, 52% of testing globally for patients suspected to have advanced HIV disease (Stage 3 or 4) relied on **Beckman Coulter Life Sciences** solutions.

100% In 2024, 100% of the top 20 pharmaceutical and biotech companies (based on 2023 revenues) used **Phenomenex** products to accelerate drug development, helping bring life-saving treatments to patients faster.

200^{MM} **Cepheid** has delivered close to 200 million tuberculosis test cartridges since 2011.



Building the Best Team

25	The Best Team Wins
26	We Can Make a Difference in the World
27	We Can Shape Danaher's Culture
29	We Can Go as Far as Our Ambition Will Take Us



Building the Best Team

At Danaher, our values start with our people—it's why *The Best Team Wins* is the first of our five Core Values. Our associates are the most important part of our strategy, and we invest heavily to recruit, develop, motivate, advance and retain the best team possible.

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

A room with a view, British Columbia, Canada by Jason Westra, Cytiva associate

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



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.

We've already highlighted examples of the breakthrough innovations Danaher associates have achieved and some of the collaborative partnerships we're pursuing to improve quality of life around the world.

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.

Logan Haller, Senior Manager, Clinical Alliances and Incubation, DH Diagnostics LLC, joined Danaher in 2019 after more than 15 years with not-for-profit contract research organizations testing vaccines and therapeutics for infectious disease.



"I play a key role in facilitating innovation by bringing together cross-functional teams and fostering a collaborative environment. By supporting the ideation and incubation of scientific beacons, I'm able to de-risk future indications of new, emerging technologies and contribute to public health on a larger scale."

Logan Haller
Senior Manager, DH Diagnostics





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.

Inclusion & Belonging

Our approach to Inclusion & Belonging focuses on supporting the attraction, engagement and development of the talented associates we need to realize our innovation and growth ambitions. We highlight below key ways in which we foster the Inclusion & Belonging of our associates:

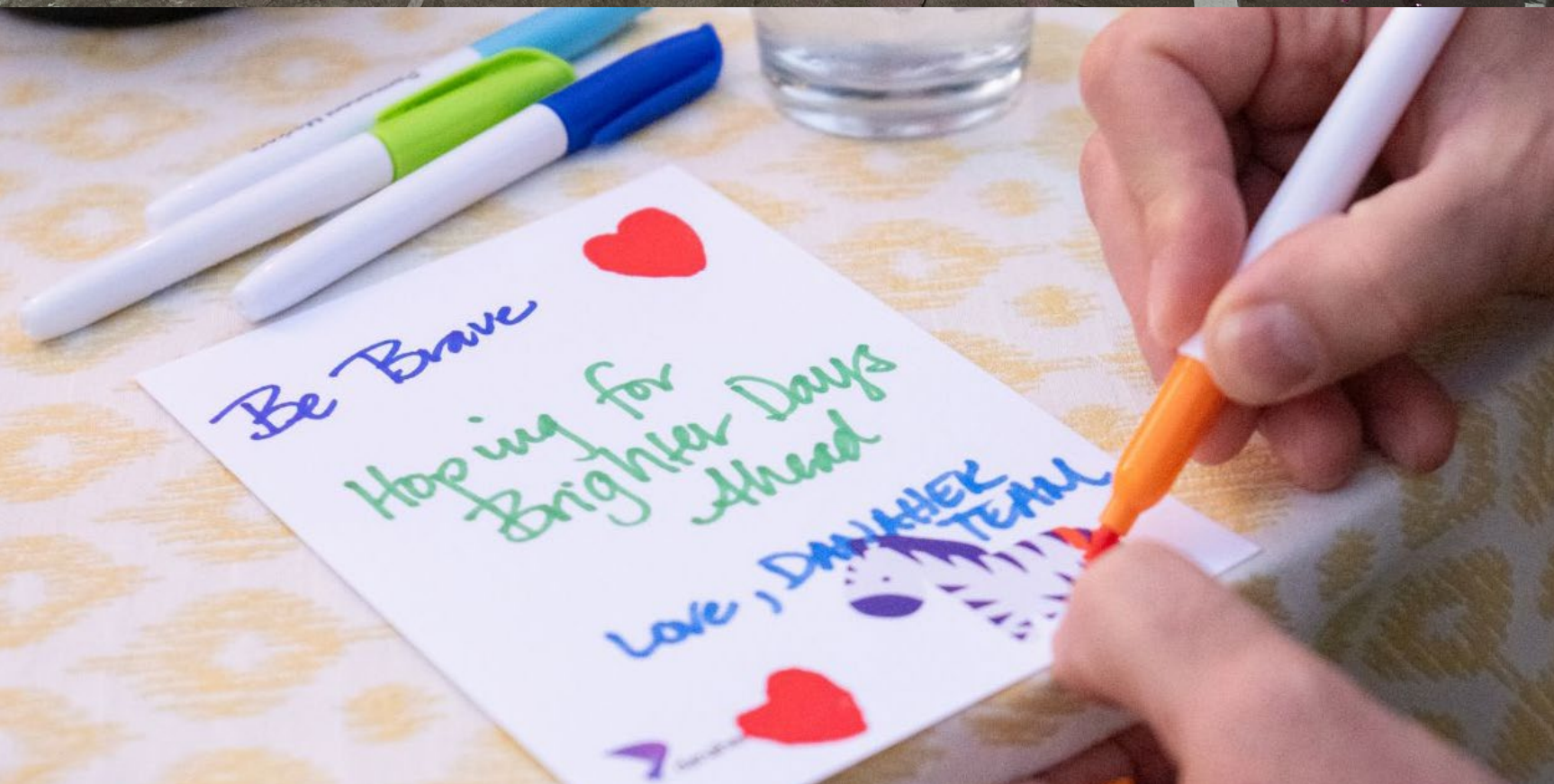
Build Engaged and Inclusive Teams

In 2024, Danaher's engagement strategy transitioned from an annual survey to quarterly surveys to help us understand and respond more swiftly to the evolving needs of all our associates. At the same time, we modified the survey's key performance indicators (KPIs) to focus on measuring and tracking broad-based associate sentiment regarding

inclusion and well-being. Our Associate Engagement Survey is a critical channel for all associates to share feedback, and it's complemented by ongoing conversations between leaders and associates on their teams throughout the year. As a result of previous Associate Engagement Survey feedback and a disciplined approach to acting on that feedback, we developed the Danaher Go internal mobility program available to all associates in 2018, enhanced our Corporate Giving program in 2020 and renewed Danaher's branding in 2023.

Strengthen our Communities of Inclusion

Our Associate Resource Groups (ARGs) are voluntary, associate-led groups organized around a particular purpose or interest and are designed to nurture community, engagement and belonging for all associates. Each ARG is open to all interested associates, and all ARG-sponsored programming is open to all associates. Our ARGs host a variety of educational, cultural and historical observances and events throughout the year and help increase awareness of Danaher's health and well-being resources. As an example, in 2024 one of our ARGs organized programming in honor of “Movember,” an annual event involving the growing of mustaches during the month of November to raise awareness of men's health issues. The initiative shared educational materials, engaged our associates with a “mustache” photo contest and raised funds for the Movember Foundation.



Partner with our Communities to Drive Positive Change

Community impact is a critical element of our Inclusion & Belonging program, and we share Danaher's approach below.

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. Our associates and their varied backgrounds, expertise and experiences are the engine driving Danaher's community engagement:

- Through our volunteerism programs, Danaher associates share their time and talent outside of work, giving back to their communities. Our Donations for Doers program rewards associates when they record individual volunteer hours, and associates can earn up to \$500 annually to donate to their eligible charity of choice.
- Danaher also matches 100% of associate donations, up to \$500 per associate per calendar year, to eligible charitable organizations or educational institutions

In addition to our associate programs, Danaher invested more than \$11 million in our communities in 2024, funding more than 37 nonprofits around the world. Our community impact strategy focuses on accelerating science and technology to improve human health. We do this by strengthening the STEM talent pipeline, protecting the environment and natural resources for future generations and supporting disaster relief efforts. One example of the causes we support is the Children's Inn at NIH (National Institutes of Health), a nonprofit organization that provides residential services and a wide range of programs to children, teens and young adults with rare and serious diseases. The Inn supports over 1,500 families annually by providing "A Place Like Home" at no cost for children and their families. The Danaher Foundation is supporting the Inn's current renovation and expansion project, which will expand and sustain the Inn's ability to support children receiving clinical care at the NIH.

Community Impact work at a walk for Alzheimer's in Twin Cities, MN, and card making in support of the Children's Inn at NIH

We Can Go as Far as Our Ambition Will Take Us

Joining Danaher provides associates with access to 15+ global operating companies meaningfully improving quality of life around the world.

Unified by a shared culture and set of resources, tools and processes – DBS, our foundational core – associates have the opportunity to transition seamlessly between operating companies and regions. This facilitates career growth, collaboration with counterparts across different businesses and functions, and access to unique development experiences. There are nearly 3,000 open roles across our businesses at any given time. Here are some of the ways we attract talent and support career development and mobility within Danaher:

Talent Recruitment

Attracting high-performing talent is a strategic priority for all our businesses. In 2024, we hired more than 7,000 new associates. We have invested in advanced talent acquisition capabilities including robust branding, labor market analytics, leading technology solutions and streamlined processes. We invite potential candidates to learn more about Danaher and its operating companies through real associate stories featured on our [Danaher Careers Blog](#), sharing what it's like to work within our organization and what it takes to succeed here.



Talent Development and Advancement

Learning and Training Opportunities

Our commitment to professional development and growth begins as soon as we welcome a new associate to Danaher. We offer robust standard work to support the onboarding of new associates and give them tools that will help them thrive at Danaher. For managerial and professional associates, our DBS Immersion Standard Work highlights specific learning expectations, questions and topics for new associates to discuss with their managers, and the DBS Fundamentals digital courses that offer a baseline understanding of DBS tools and culture.

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 3,300 active CTs and CPs (including nearly 600 Advanced CT/CPs) across Danaher, and more than 800 associates obtained a new CP or CT certification in 2024.

The DBS toolbox offers a wide range of tools that support all aspects of our business. We implement these tools through *kaizen*, a week-long, highly focused and cross-functional event for solving a specific challenge or achieving a strategic goal. Danaher associates across businesses and functions participate in *kaizens* every year. In addition to driving continuous improvement in our business performance, *kaizens* are one of our broadest and most impactful professional development opportunities.



A Deliberate Approach to Professional Development

We believe that investing in our associates' professional growth is fundamental to building a sustainable and high-performing organization. Our approach to development is rooted in the philosophy that a combination of on-the-job experiences (70%), coaching and mentorship (20%) and formal learning opportunities (10%) best drives professional growth.

Our Development for Growth (D4G), Pipeline Growth Process (PGP) and Danaher Go programs work in tandem to develop our talent, encourage mobility and promotion and help ensure our talent needs are fulfilled:

- We teach our people leaders the principles, techniques, concepts and skills to create the most impactful associate development plans through our **D4G program**. 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. We supplement this tool as appropriate through development assessments such as 360° reviews or DiSC behavioral assessment tools.

- Our **PGP** is a strategic talent and succession planning framework designed to build a robust pipeline of high-potential talent for our most senior and critical roles. Dedicated "pipeline owners" drive this effort, ensuring strong leadership for the future.
- 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. In conjunction with our PGP, we seek to align our associates' goals and capabilities with our open roles so we can continue to benefit from our exceptional talent. 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.

Doug Haaland, VP Talent Management, Danaher Corporation, was drawn to join a growing team that is innovating at the speed of life.



"The opportunity to play a role in shaping the teams and leaders who are solving many of the world's most important health challenges is an honor and a privilege."

Doug Haaland
VP Talent Management, Danaher Corporation



Measuring Success

Given the talent demands of our strategy, internal career development and mobility is a top priority for our leadership team. Our Internal Fill Rate (IFR) metric tracks how well we are developing and promoting talent and is one of our eight Core Value Drivers (CVD)—the highest-level metrics Danaher’s executive team uses to manage our business. In 2024, our IFR for senior leader and executive roles was 76%.

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 responsibility as career coaches, developing their teams to succeed in their current roles and readying them to take on the next with even greater scale and scope.

Our Associate Engagement Survey, as discussed in the previous section, 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 opportunities.



“Over the past decade, I’ve been fortunate to learn, grow and progress my career in different positions across OpCos, 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. I soon discovered an unexpected wealth of career and developmental opportunities, backed up by robust processes and encouraging managers.”

Vibeke Wollebekk
Pall Corporation VP of Marketing



“The associate feedback we receive from our Engagement Survey drives continuous improvement. It helps us to identify areas to enhance and improve as we aspire to a best-in-class working environment.”

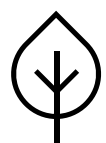
Stefan Holzner
Cytiva VP Research and Development



Pay Fairness

We are committed to paying our associates fairly and ensuring that pay decisions are based on merit. We have conducted pay fairness analyses for many years, and each year we conduct a company-wide pay fairness analysis covering base pay, short-term incentive compensation and annual equity compensation, resulting in pay adjustments if appropriate. We continue to be committed to ensuring fairness and non-discrimination in our compensation of associates.

Pulpit Rock, Victoria, Australia by Chow Chung Ping, Genedata associate



Protecting Our Environment

36	Reducing Our GHG Emissions
39	Promoting Reduction of Waste and Water Consumption
40	Our Operating Companies Lead the Way

Mushroom after the rain, Singapore by Chow Chung Ping, Genedata 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 DBS to turn our commitment into action. Around the world, at all levels of our organization, our teams use 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 GHG emissions, energy and water consumption and waste generation.

Here 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.



Reducing Our Greenhouse Gas Emissions

Update on Danaher's Decarbonization Journey

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.

- **Scope 1 and 2 Progress.** In 2024, we reduced our Scope 1 and 2 GHG emissions by 31% compared to our 2021 baseline year. We are also continuing to improve the processes that underpin our emission reduction efforts, as described on the following pages.
- **Scope 3 Progress.** In 2025, we achieved a further, significant milestone in advancing our net zero commitment when we completed our first Scope 3 inventory, covering 2023 data. Our 2023 Scope 3 inventory identified Category 1 (purchased goods and services), Category 4 (upstream transportation and distribution) and Category 11 (use of sold products) as the most significant of our Scope 3 categories. We anticipate focusing on these categories as we work to develop our net-zero target.





The DBS Foundation of Our Decarbonization Journey

DBS continues to be a uniquely powerful system for supporting our decarbonization ambitions. With respect to Scope 1 and 2 GHG emission reduction, we have developed a suite of domain-specific DBS tools and processes to help drive efficient progress toward achieving our 2032 reduction goal:

- **Scope 1 and 2 Decarbonization Roadmap.** We have 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 focuses on improving operational efficiency, decreasing fleet emissions and increasing the procurement of renewable energy. As we apply the roadmap, we are deriving insights that are helping us further improve our processes:
 - o To promote cost efficiency, we are implementing greater coordination of renewable energy purchasing across our enterprise, while increasing our businesses' discretion to determine the appropriate mix of non-renewable energy reduction initiatives (such as operating efficiency improvements and fleet electrification)
 - o To support prioritization of projects based on cost effectiveness, we are developing a tool and process to help estimate, for a particular project, the marginal cost of abating a unit of GHG emissions

- o To improve the visibility of opportunities and their potential GHG reduction impact, we are implementing a more robust funnel process for operating efficiency opportunities

- **Operating Efficiency Tools.** Operational efficiency is a key reduction lever in our decarbonization roadmap. To support our operating efficiency objectives, we developed a Decarbonization Playbook and Toolkit that are now being used across our organization:
 - o 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.
 - o The 4E Decarbonization Assessment Toolkit is a site-level set of tools and processes that enables a site to achieve its decarbonization goals. The assessment tool:
 - Incorporates the DBS Fundamentals and the DBS Energy Management Toolkit
 - Defines the attributes and milestones required for a site to achieve progressive levels of decarbonization capability (developing, proficient or mature)
 - Guides facility-level teams in identifying, prioritizing and implementing measures that improve energy efficiency and reduce GHG emissions



Addressing Climate Risks and Opportunities

Our GHG emission reduction efforts are one element of our broader program to assess and manage Danaher's climate risks and opportunities. We also deploy a climate risk and opportunity assessment program each year across our company using elements of the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Please refer to the TCFD Index at the back of this report for further information regarding how we address climate risks and opportunities.

The circle of life in the mountain forest, Bavarian Alps
by Alexander Schwiersch, Beckman Coulter associate

Promoting Reduction of Waste and Water Consumption

Waste

In 2024, we reduced the percentage of non-hazardous waste sent to landfill or incineration (without energy recovery) by 37% compared to 2019, exceeding our five-year reduction goal of 15%. Our 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.

In 2025 Danaher's leadership is building on this accomplishment and developing a new, long-term waste reduction goal.

Water

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. Recognizing our dependence

on water access and our impact on water resources in the areas where we operate, our DBS Water Stewardship Tool supports good water management and the sustainability of freshwater resources.

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
- 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.

Our Operating Companies Lead the Way

Energy

In 2024, Danaher operating companies collectively held 22 4E Energy Management kaizens in countries around the world including the United States, Singapore, Czech Republic, Austria, Switzerland, United Kingdom, France, China, Germany, Finland and Poland.

In 2024, 63% of the electricity consumed by our sites in-scope for GHG data collection was generated from renewable sources (compared to 17% in 2021), through a combination of onsite solar, green power and utility-based programs, renewable energy delivered to our sites via third-party energy supply and unbundled energy attribute certificates.

Environmental Sustainability Awards

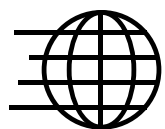
In 2024, we launched the Danaher Environmental Sustainability awards program to recognize outstanding environmental sustainability performance. We rated sites based on criteria including:

- Leveraging DBS to drive operational efficiency
- Reduction in Scope 1 and 2 GHG emissions
- Reduction in non-hazardous waste send to landfill and incineration
- Associate engagement on environmental sustainability

The Beckman Coulter Diagnostics site in Mishima, Japan won the inaugural “Best” site award by demonstrating a clearly-defined decarbonization plan aligned with the Danaher roadmap, significant progress in GHG emissions reduction and a nearly 99% recycling rate achieved through the use of DBS and robust associate engagement.

Aldevron associate participating in a kaizen event, and our team at Beckman Coulter Diagnostics in Mishima, Japan





Sustainable Supply Chain

42	Supplier Risk Assessment/Risk Management
43	Supplier Sustainability Assessment and Monitoring
43	Mitigating Forced Labor Risk in Our Supply Chain



Sustainable Supply Chain

Danaher maintains an extensive network of supplier relationships that are critical to our success. In 2024, we conducted business with over 48,000 suppliers globally and spent \$8.4 billion. We view our supply chain sustainability program as a crucial component of our overall supply chain risk management efforts. While recognizing differences in laws, customs and acceptable practices around the world, we have articulated our expectations of our supply chain partners 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 to avoid the sourcing of minerals that finance – or benefit – armed groups in the Democratic Republic of the Congo (DRC) or in adjoining countries

We have implemented management programs to help promote the sustainability of our supply chain and mitigate supply chain risk, described throughout this section.

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/service
- Danaher engages a third-party to continuously monitor globally 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.
- Any supplier who exceeds a specified risk assessment score is required 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.
- Any supplier whose revenue impact and source limitation scores exceed a specified level is also required to develop and implement a supplier emergency response plan





Supplier Sustainability Assessment and Monitoring

We have partnered with EcoVadis, a globally recognized provider of business sustainability assessments and ratings, to assess and monitor our supplier sustainability performance. EcoVadis assessed and rated suppliers representing 76% of our 2024 annual supplier spend.

As we seek to continually improve our program, in 2025 we are deploying a risk-based supplier assessment methodology. Under this layered approach, we intend to apply a high-level screening assessment broadly across our supply chain and deeper assessments of selected suppliers based on the application of certain sustainability risk criteria. We intend to have EcoVadis fully assess and rate more than half of our supplier spend in 2025, but in a manner that uses risk criteria to yield greater efficiency and effectiveness.

Mitigating Forced Labor Risk in Our Supply Chain

Complementing the supplier risk assessment/management and EcoVadis processes described above, 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.

Sustainability Program – Supplemental Information

For additional information regarding Danaher’s sustainability program, please refer to the supplemental information on our website [here](#).



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 US 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 US 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 US 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, 2025 and is limited to continuing operations. All financial information in this report is reported in US dollars. Unless otherwise noted, all financial data in this report refers to the 2024 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, 2024 through December 31, 2024 that were within our operational control and accounted for approximately 97% of our total owned or leased space (within our operational control) over such period, and (2) fleet vehicles and aircraft owned or leased by Danaher during 2024. With respect to any locations owned or leased from January 1, 2024 through December 31, 2024 that

were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity value¹ (for energy and GHG emissions) and by linear extrapolation (for waste and water). The financial data to which the environmental 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 fleet 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.

¹ US Energy Information Administration. 2018 Commercial Buildings Energy Consumption Survey (CBECS), published 2022. Tables C14 and C24. Available [here](#).

Appendix A:

Reporting Frameworks Index

47	Global Reporting Initiative™ (GRI) Sustainability Reporting Guidelines
54	Sustainability Accounting Standards Board (SASB) Standards
56	Task Force on Climate-Related Financial Disclosures (TCFD)
59	UN Sustainable Development Goals



GRI Content Index

Statement of use: Danaher Corporation has reported the information cited in this GRI content index for the period of January 1, 2024 to December 31, 2024, 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	2024 Form 10-K - Cover Page, 32, 73
2-2	Entities included in the organization’s sustainability reporting	2024 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	2024 Form 10-K - p. 3-9, 35-41 Danaher at a Glance Protecting Our Environment – Supply Chain Sustainability Supplemental Information - Foundational Elements - Supply Chain Sustainability
2-7	Employees	2024 Form 10-K - p. 8-9 Building the Best Team Supplemental Information – Building the Best Team Sustainability Data Summary
2-9	Governance structure and composition	Danaher Corporate Governance 2025 Proxy Statement – p. 6-8, 17, 19-26
2-10	Nomination and selection of the highest governance body	2025 Proxy Statement – p. 16-18
2-11	Chair of the highest governance body	2025 Proxy Statement – p. 14, 19-20

¹The 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	2025 Proxy Statement – p. 21, 25 Sustainability Policy Supplemental Information - Sustainability at Danaher – Sustainability Oversight
2-13	Delegation of responsibility for managing impacts	Sustainability Policy Supplemental Information - Sustainability at Danaher – Sustainability Oversight
2-14	Role of highest governance body in sustainability reporting	Sustainability Policy Supplemental Information - Sustainability at Danaher – Sustainability Oversight
2-15	Conflicts of Interest	2025 Proxy Statement – p. 32-33
2-16	Communication of critical concerns	2025 Proxy Statement – p. 75
2-17	Collective knowledge of the highest governance body	2025 Proxy Statement – p. 8, 17
2-18	Evaluation of the performance of the highest governance body	2025 Proxy Statement – p. 25-26
2-19	Remuneration policies	2025 Proxy Statement – p. 10, 24, 29-31, 42-66 Supplemental Information – Building the Best Team – Motivating and Rewarding Performance - Compensation
2-20	Process to determine remuneration	2025 Proxy Statement – p. 24, 42-66
2-21	Annual total compensation ratio	2025 Proxy Statement – p. 66
2-22	Statement on sustainable development strategy	From Our CEO Our Sustainability Strategy Supplemental Information - Sustainability at Danaher – Sustainability Oversight
2-23	Policy commitments	Code of Conduct Sustainability Policy Supplemental Information – Building the Best Team – Human Rights Supplemental Information – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct
2-24	Embedding policy commitments	Code of Conduct Sustainability Policy Supplemental Information – Building the Best Team – Human Rights Supplemental Information – 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 Supplemental Information – Sustainability at Danaher – Stakeholder Engagement Program Supplemental Information – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct - Reporting Concerns Supplemental Information – Foundational Elements – Risk Oversight www.danaherintegrity.com
2-26	Mechanisms for seeking advice and raising concerns	Code of Conduct Supplemental Information – Foundational Elements – The Danaher Code of Conduct - Reporting Concerns www.danaherintegrity.com
2-28	Membership associations	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	2025 Proxy Statement – p. 6, 26-27 Our Sustainability Strategy – Sustainability Prioritization Assessment Supplemental Information – Sustainability at Danaher – Stakeholder Engagement Program
2-30	Collective bargaining agreements	2024 Form 10-K - p. 8 Sustainability Data Summary

Material Topics

GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Our Sustainability Strategy – Sustainability Prioritization Assessment Supplemental Information – 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

Disclosure	Description	Response
Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics: Innovation	2024 Annual Report – p. 6-9 Our Sustainability Strategy – Our Sustainability Strategy and Pillars How We Innovate UN SDG Appendix Sustainability Data Summary
GRI 203: Economic Performance 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	2024 Form 10-K - p. 3-14, 56-66
201-1	Direct economic value generated and distributed	2024 Form 10-K - p. 56-66 Danaher at a Glance - 2024 Highlights
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	2024 Form 10-K - p. 87-90
GRI 302: Energy 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Protecting Our Environment – Reducing Our Greenhouse Gas Emissions
302-1	Energy consumption within the organization	Sustainability Data Summary About this Report 2024 CDP Corporate Questionnaire Response
302-3	Energy intensity	Sustainability Data Summary About this Report 2024 CDP Corporate Questionnaire Response
302-4	Reduction of energy consumption	Protecting Our Environment – Reducing Our Greenhouse Gas Emissions Sustainability 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 – Reducing Our Greenhouse Gas Emissions Sustainability Data Summary
305-1	Direct (Scope 1) GHG emissions	Sustainability Data Summary About this Report 2024 CDP Corporate Questionnaire Response
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Data Summary About this Report 2024 CDP Corporate Questionnaire Response
305-4	GHG emissions intensity	Sustainability Data Summary 2024 CDP Corporate Questionnaire Response
305-5	Reduction of GHG emissions	Protecting Our Environment – Reducing Our Greenhouse Gas Emissions Sustainability Data Summary 2024 CDP Corporate Questionnaire Response
GRI 306: Waste 2020		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Protecting Our Environment – Promoting Reduction of Waste and Water Consumption Sustainability Data Summary
306-2	Management of significant waste-related impacts	Sustainability Policy Protecting Our Environment – Promoting Reduction of Waste and Water Consumption Sustainability Data Summary
306-3	Waste generated	Sustainability Data Summary About this Report
306-4	Waste diverted from disposal	Sustainability Data Summary About this Report
306-5	Waste directed to disposal	Sustainability Data Summary About this Report

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
GRI 403: Occupational Health and Safety 2018		
GRI 3: Material Topics 2021	3-3 Management of material topics	Global Environment, Health and Safety Policy Position on Environmental, Health and Safety Management Supplemental Information – Protecting Our Environment – Policies; KPIs and Goals; EHS Management Program
403-1	Occupational health and safety management system	Global Environment, Health and Safety Policy Position on Environmental, Health and Safety Management Supplemental Information – Protecting Our Environment – EHS Management Program Sustainability Data Summary
403-2	Hazard identification, risk assessment, and incident investigation	Supplemental Information – Protecting Our Environment – EHS Management Program
403-5	Worker training on occupational health and safety	Position on Environmental, Health and Safety Management Supplemental Information – Foundational Elements – Business Ethics - Empowering Associates Through Ethics and Compliance Training Sustainability Data Summary
403-6	Promotion of worker health	Position on Environmental, Health and Safety Management Building the Best Team – Inclusion & Belonging www.mydanaherbenefits.com
403-9	Work-related injuries	Sustainability Data Summary
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 Supplemental Information – Building the Best Team – Learning & Development
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 Supplemental Information – Building the Best Team – Learning & Development
404-3	Percentage of employees receiving regular performance and career development reviews	Supplemental Information – Building the Best Team – Motivating and Rewarding Performance - Performance for Growth (P4G) & Development for Growth (D4G) Cycle Sustainability Data Summary

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
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 Supplemental Information – Foundational Elements – Medical Product Quality
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Supplemental Information – Foundational Elements – Medical Product Quality - Regulatory Inspections; Recalls Sustainability 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 Supplemental Information – Foundational Elements – Medical Product Quality - Ethical Marketing, Advertising and Sales
417-1	Requirements for product and service information and labeling	Product Marketing, Advertising and Promotion Policy Supplemental Information – Foundational Elements – Medical Device Product Quality - Ethical Marketing, Advertising and Sales
417-3	Incidents of non-compliance concerning marketing communications	Supplemental Information – Foundational Elements – Medical Product Quality - Ethical Marketing, Advertising and Sales In 2024, 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 Protecting Our Environment – Supply Chain Sustainability Supplemental Information – 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	Supplemental Information – Foundational Elements – Medical Product Quality Sustainability 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	Supplemental Information – Foundational Elements – Medical Product Quality Sustainability Data Summary
Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-MS-270a.1	Supplemental Information – Foundational Elements – Medical Product Quality - Ethical Marketing, Advertising and Sales In 2024, 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 Supplemental Information – Foundational Elements – Medical 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	How We Innovate – 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

¹The 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 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 Protecting Our Environment – Supply Chain Sustainability Supplemental Information – 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 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 Protecting Our Environment – Supply Chain Sustainability Supplemental Information – 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 Supplemental Information – Foundational Elements – Medical 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.	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. • The results of the annual climate risk and opportunity assessment and management process are presented annually to Danaher’s Sustainability 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 Danaher’s Board and the Board’s Nominating and Governance Committee reviews our overall sustainability program at least annually
	Describe management’s role in assessing and managing risks and opportunities.	With respect to environmental sustainability risks and opportunities, particularly with respect to climate: • The management of each of our operating companies is responsible for the assessment and management of the operating company’s environmental sustainability 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 (and results from) the climate risk and opportunity process described herein, to help ensure a standardized approach is applied across our businesses.
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Danaher’s most significant climate-related risks are physical risks arising from certain of our subsidiaries, and certain suppliers to our subsidiaries, having facilities located in geographic regions at elevated risk of natural catastrophes such as tornadoes, hurricanes, flooding, elevated temperatures, ocean warming and sea-level rise. Danaher’s most significant climate-related opportunity is our Pall subsidiary’s Energy+ business. The Energy+ business provides filtration solutions for battery technologies, renewable biofuels, wind energy, hydrogen and carbon capture.
	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 Danaher Corporation’s overall business, strategy or 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.

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

TCFD Index (continued)

Topic	Recommended Disclosure	Response
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	Danaher deploys a climate risk and opportunity assessment program each year across our company, to identify, assess and manage climate risks and opportunities based on elements of the recommendations of the TCFD. In 2024, we partnered with a third-party to model climate-related physical risk for our most significant sites globally to inform our risk assessment program. The program requires each operating company to identify (and score the severity, probability and velocity of) key climate-related risks, over short (0-1 years), medium (1-5 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. 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. • 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.
	Describe the organization's processes for managing climate-related risks	The actions our businesses have identified in response to the identified physical risks vary from site to site but primarily focus on risk control/mitigation, including where appropriate mirroring production at another site; implementing actions that reduce the likelihood of the risk occurring or reduce the potential property loss if the risk occurs; implementing a business continuity plan and related training; validating alternative sources of supply; and conducting due diligence regarding supplier business continuity plans.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	The climate risk assessment uses the same scoring methodology as (and runs parallel to) our annual enterprise risk management (ERM) process, so the significance and prioritization of climate risks can be assessed relative to wider business risks.

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 (including both market-based and location-based Scope 2 emissions) • GHG emissions intensity • Total energy consumption (direct and indirect) Refer to the Sustainability Data summary table on page 62 of this report.
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	Refer to the Sustainability Data summary table on page 62 of this report. The Company discloses its progress with respect to developing a Scope 3 inventory on page 36 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 Danaher at a Glance How We Innovate Building the Best Team – Inclusion & Belonging; Community Impact Supplemental Information – Protecting Our Environment – Policies Sustainability Data Summary
 Goal 6 - Clean Water and Sanitation Ensure access to water and sanitation for all	Community Impact Statement Protecting Our Environment – Promoting Reduction of Waste and Water Consumption – Water
 Goal 8 - Decent Work and Economic Growth Promote inclusive and sustainable economic growth, employment and decent work for all	Code of Conduct How We Innovate Building the Best Team – We Can Go as Far as Our Ambition Will Take Us – A Deliberate Approach To Professional Development; Pay Fairness
 Goal 9 - Industry, Innovation and Infrastructure Build resilient infrastructure, promote sustainable industrialization and foster innovation	Community Impact Statement Danaher at a Glance How We Innovate
 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 Reduction of Waste and Water Consumption; Our Operating Companies Lead the Way Supplemental Information – Protecting Our Environment – KPIs and Goals; EHS Management Program Sustainability Data Summary
 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; Our Operating Companies Lead the Way Supplemental Information – Protecting Our Environment – KPIs and Goals; EHS Management Program Sustainability Data Summary

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

Appendix B:

Sustainability Data Summary

61	Team
62	Environment
63	Foundational Elements
64	Financial Results



Pillar	Category	Metric	Unit	2022	2023	2024	Goal	Timeframe
 Team	Associate Demographics	Total Associates (Global)	# of associates	65,000	63,000	63,000	—	—
		North America	# of associates	26,000	24,000	24,000	—	—
			% of total	40%	38%	38%	—	—
		Western Europe	# of associates	20,000	20,000	20,000	—	—
			% of total	31%	32%	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	4%	5%	5%	—	—
		Full Time Associates (Global)	# of associates	63,000	61,000	61,000	—	—
		Part Time Associates (Global)	# of associates	2,000	2,000	2,000	—	—
		Temporary Workers (Global)	# of associates	700	600	800	—	—
		Unionized Associates (U.S., hourly-rated)	# of associates	400	250	250	—	—
		Associate Tenure (Global Average)	Years	7	8	8	—	—
		Countries With Danaher Locations	# of countries	60	59	57	—	—
		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%	15%	14%	—	—
		31 - 40 years old (Global)	% of associates	33%	33%	33%	—	—
		41 - 50 years old (Global)	% of associates	25%	26%	27%	—	—
		51 - 60 years old (Global)	% of associates	19%	19%	19%	—	—
		61 - 64 years old (Global)	% of associates	4%	4%	5%	—	—
		65+ years old (Global)	% of associates	2%	2%	2%	—	—
	Internal Fill Rate	Executives & Senior Leaders	% of open roles filled internally	75%	85%	76%	>75%	Annual
		Manager	% of open roles filled internally	77%	87%	80%	—	—
	New Hires	Total External New Hires (Global)	# of associates	11,000	6,000	7,200		
		North America	# of associates	5,300	2,500	3,000	—	—
		Western Europe	# of associates	3,000	1,500	2,000	—	—
		High-Growth Markets	# of associates	2,500	1,800	2,000	—	—
		Other Developed Markets	# of associates	200	200	200	—	—
	Turnover	Voluntary Turnover	% of associates	9%	7%	7%	<5%	Annual
		Involuntary Turnover	% of associates	6%	6%	5%	—	—
		Total Turnover	% of associates	15%	13%	12%	—	—
	Training & Development	Associates Who Completed EHS & Sustainability Training	% of in-scope associates	—	98%	99%	—	—
		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%	93%	75%	—	—
	Performance	Associates Who Received a Performance Review	% of associates	87%	88%	92%	—	—

Pillar

Environment

Category	Metric	Unit	2022	2023	2024	Goal	Timeframe
Environmental Metrics	Total Energy Use	GJ	4,122,306	4,143,194	4,288,680	—	—
	Total Energy Use (intensity)	GJ per million USD revenue	154.8	173.6	180.0	—	—
	Direct Energy Use	GJ	1,740,954	1,797,587	1,847,363	—	—
	Indirect Energy Use	GJ	2,381,351	2,345,607	2,441,317	—	—
	Total GHG Emissions, Scope 1 and 2 Market Based	Metric tons CO ₂ e	289,485	236,058	206,280	—	—
	Total GHG Emissions, Scope 1 and 2 Market Based (intensity)	Metric tons CO ₂ e per million USD revenue	10.9	9.9	8.7	—	—
	Increase/decrease vs. 2021 (absolute)	%	—	—	-31%	-50.4%	2032
	GHG Emissions, Scope 1	Metric tons CO ₂ e	103,264	106,441	109,046	—	—
	GHG Emissions, Scope 1 (intensity)	Metric tons CO ₂ e per million USD revenue	3.9	4.5	4.6	—	—
	GHG Emissions, Scope 2 Market Based	Metric tons CO ₂ e	186,220	129,618	97,234	—	—
	GHG Emissions, Scope 2 Market Based (intensity)	Metric tons CO ₂ e per million USD revenue	7.0	5.4	4.1	—	—
	GHG Emissions, Scope 2 Location Based	Metric tons CO ₂ e	198,174	193,505	202,934	—	—
	GHG Emissions, Scope 2 Location Based (intensity)	Metric tons CO ₂ e per million USD revenue	7.4	8.1	8.5	—	—
	Total Waste Generated	Metric tons	63,082	53,567	49,741	—	—
	Total Waste Generated (intensity)	Metric tons per million USD revenue	2.4	2.2	2.1	—	—
	Non-hazardous/Non-regulated Waste Generated	Metric tons	38,260	31,699	32,347	—	—
	Non-hazardous/Non-regulated Waste Diverted From Landfill or Incineration ^(b)	Metric tons	27,740	22,616	24,541	—	—
	Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration ^(b)	Metric tons	10,519	9,083	7,806	—	—
	% of Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration ^(b)	% of total non-hazardous/non-regulated waste generated	27.5%	28.7%	24.1%	—	—
	Increase/decrease vs. 2019 baseline	%	—	—	-37%	-15%	2024
	Hazardous/Regulated Waste Generated	Metric tons	24,822	21,868	17,394	—	—
	Hazardous/Regulated Waste Diverted From Landfill or Incineration ^(b)	Metric tons	16,018	11,704	13,529	—	—
	Hazardous/Regulated Waste Sent to Landfill or Incineration ^(b)	Metric tons	8,804	10,164	3,865	—	—
Health and Safety Performance	Total Water Use	Cubic meters	6,214,110	5,816,665	5,830,842	—	—
	Total Water Use (intensity)	Cubic meters per million USD revenue	233.4	243.7	244.7	—	—
	Total Recordable Incident Rate (TRIR)	See accompanying "Notes"	0.62	0.49	0.48	—	—
	Increase/Decrease (vs. prior year)	%	+11%	-21%	-2%	-10%	Annual
	Days Away Restricted or Transferred (DART)	See accompanying "Notes"	0.43	0.36	0.38	—	—
	Increase/Decrease (vs. prior year)	%	+16%	-16%	+6%	-10%	Annual
	Lost Time Incident Rate (LTIR)	See accompanying "Notes"	—	—	0.24	—	—
	Contractor Fatalities	# of contractors	0	0	0	—	—
	Associate Fatalities	# of associates	0	0	0	—	—
EHS Management Program Certifications ^(c)	ISO 14001 Certified	# of sites	59	56	62	—	—
	ISO 45001 Certified	# of sites	18	9	11	—	—
	ISO 50001 Certified	# of sites	5	5	3	—	—

^(b) 'Incineration' does not include incineration with energy recovery.
^(c) 2022 metrics include Environmental & Applied Solutions.

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Pillar



Foundational elements

Medical Device Product Quality

Category	Metric	Unit	2022	2023	2024	Goal	Timeframe
Speak Up! Compliance Reporting	Speak Up! Reports Received and Investigated	# of reports	>1,000	>1,220	>1,200	—	—
	Speak Up! Reports Received per 100 Danaher Associates	# of reports per 100 associates	1.5	1.9	1.9	≥1.6	Annual
	Self-Identifying Reporters	% of total reporters	42%	37%	32%	≥44%	Annual
Code of Conduct ^(d)	In-scope Associates Who Completed Code of Conduct and Related Certification	% of total in-scope associates	99%	97%	99%	100%	Annual
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	53	51	53	—	—
	High (III)	# of sites	3	3	5	—	—
	Medium (II)	# of sites	36	36	32	—	—
	Low (I)	# of sites	14	12	16	—	—
	Biotechnology Segment	# of sites	7	2	2	—	—
	High (III)	# of sites	0	0	0	—	—
	Medium (II)	# of sites	6	2	2	—	—
	Low (I)	# of sites	1	0	0	—	—
	Life Sciences Segment	# of sites	11	14	15	—	—
	High (III)	# of sites	0	0	0	—	—
	Medium (II)	# of sites	4	8	8	—	—
	Low (I)	# of sites	7	6	7	—	—
	Diagnostics Segment	# of sites	35	35	36	—	—
	High (III)	# of sites	3	3	5	—	—
	Medium (II)	# of sites	26	26	22	—	—
	Low (I)	# of sites	6	6	9	—	—
FDA Inspection Results	Consent Decrees	# of decrees	0	0	0	0	Annual
	Warning Letters	# of letters	0	0	1	0	Annual
	483 Observations	# of observations	0	4	3	0	Annual
FDA Recalls	Total FDA Recalls	# of recalls	12	18	32	—	—
	Class I	# of recalls	0	0	0	—	—
	Class II	# of recalls	11	18	31	—	—
	Class III	# of recalls	1	0	1	—	—
	FDA Initiated	# of recalls	0	0	0	—	—
	Seizures/Consent Decrees	# of seizures/decrees	0	0	0	—	—

^(d) 2022 metrics include Environmental & Applied Solutions.

Pillar	Category	Metric	Unit	2022	2023	2024	Goal	Timeframe
Financial Results	Ecovadis Ratings	Danaher Corporation	Ecovadis rating / badge	—	—	Bronze	—	—
		Cytiva (Uppsala, Sweden site)	Ecovadis rating / badge	Gold	Platinum	Platinum	—	—
		HemoCue AB	Ecovadis rating / badge	—	—	Silver	—	—
		Beckman Coulter UK Ltd	Ecovadis rating / badge	—	—	Silver	—	—
		Leica Biosystems Nussloch GmbH	Ecovadis rating / badge	—	—	Bronze	—	—
	Revenue	Danaher	USD billion	26.6	23.9	23.9	—	—
		Biotechnology Segment	USD billion	8.8	7.2	6.8	—	—
		Life Sciences Segment	USD billion	7.0	7.1	7.3	—	—
		Diagnostics Segment	USD billion	10.8	9.6	9.8	—	—
	R&D	Annual Spend	USD billion	1.5	1.5	1.6		
	Supply Chain	Annual Spend	USD billion	8.6	8.0	8.4	—	—
		Global Suppliers	# of suppliers	>62,000	>50,000	>48,000	—	—
		Annual Supply Chain Spend Assessed Through EcoVadis	% of annual supply chain spend	52%	75%	76%	80%	2024

Notes to the Sustainability 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 any amounts attributable to acquisitions or dispositions in the year
- “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
- The 2022 - 2023 environmental metrics have been adjusted to incorporate changes in organizational structure from acquisitions and divestitures and to reflect updated emissions factors and further refinement in the calculation methodology
- The financial data to which the environmental metrics are normalized is limited to continuing operations and also excludes revenue attributable to acquisitions consummated within the applicable year, to promote comparability
- Danaher sets annual goals for the following metrics:
 - “Internal Fill Rate”: In 2025, our goal is to fill 75% or more of open Executive & Senior Leader roles with internal candidates
 - “Voluntary Turnover”: In 2025, our goal is to limit voluntary associate turnover to 5% or less
 - “TRIR” and “DART”: In 2025, our goal for each of these metrics is to improve our performance by 10% on a year-over-year basis
 - SpeakUp! Compliance Reporting: In 2025, our goal is to receive 1.6 or more reports per 100 associates and for 44% or more of those reporters to self-identify
 - Code of Conduct Certification: In 2025, our goal is for 100% of in-scope associates to complete Code of Conduct training and certify their understanding of the Code and all its requirements, including those relating to human rights, anti-harassment, ethics and compliance
- “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
- “Lost Time Incident Rate” is defined as the number of work-related injuries or illness cases that result in an employee missing work or being unable to perform their regular duties, per 100 associates
- Under “FDA Registered Sites of Danaher’s Subsidiaries”, sites are classified according to the highest-risk device produced at the site
- Recalls are reflected in the year the applicable Danaher operating company initiated and reported the recall to the FDA

