



Danaher Sustainability Program 2026

Supplemental Information

To complement our Sustainability Report, in the following pages we present additional information for readers seeking to learn more about our sustainability program.

Kynance Cove by Steve Blake, Danaher associate



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Sustainability at Danaher

Sustainability Mission Statement

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

What is sustainability?

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

Why do we practice it?

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

How do we achieve it?

We seek to drive sustainability improvements through people, process, technology and, above all, through the Danaher Business System (DBS).

Where do we make an impact?

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

Sustainability Oversight

At the Board of Directors (the Board) level, Danaher’s Nominating and Governance Committee oversees our sustainability program (except for climate risk, which is overseen by the Audit Committee). The Board of Directors and the Board’s Nominating and Governance Committee each review our sustainability program at least annually, and our Audit Committee reviews our climate risk program at least annually.

At the management level, Danaher’s Senior Vice President and Chief Legal Officer, who reports directly to our President and Chief Executive Officer, oversees our sustainability program and the Danaher Sustainability Council, and is responsible for reviewing and approving Danaher’s sustainability reports.

Danaher’s Sustainability Council (the Council) helps develop and oversee the execution of our sustainability strategy (subject to direction from Danaher’s executive leadership and the Board) and makes recommendations to Danaher’s executive leadership and Board regarding significant sustainability targets and goals. The Council includes representation from our platform and operating company leadership teams and from our sustainability, finance, investor relations, legal and environmental, health and safety functions.

Stakeholder Engagement Program

For information regarding how we engage with those who influence and are influenced by our business activities, please see our [Sustainability Policy](#).

Building the Best Team

Please refer to our Sustainability Report for an overview of our strategy to Build the Best Team, and for additional detail on our human capital strategy, please see our most recent [Annual Report on Form 10-K](#).

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

Talent Recruitment

University Recruitment

Early career talent is a critical component of Danaher’s long-term workforce strategy. We partner with colleges and universities across the globe to provide internships, co-ops and full-time employment opportunities across a broad range of functions, including accounting, engineering, finance, legal, marketing, operations, science and technology. Our early career recruitment efforts include engagement with institutions across North America, Europe and Asia.

Learning & Development

DBS is our system of continuous improvement and the culture that makes it work. Learning and development are foundational to sustaining that culture and to building the capabilities required to translate ideas into impact by accelerating the power of science and technology to improve human health. Through our enterprise talent strategy, we focus on both enabling the business and empowering our associates.

Our approach to learning and development strengthens the organization by building the skills, leadership and ways of working required to meet evolving business needs. DBS-anchored capability building, leadership development and enterprise-wide best-practice sharing create a common language of improvement, connecting learning more directly to real business challenges and enabling associates to apply new skills with rigor and purpose in their work.

At the same time, we create an environment where associates are encouraged to take ownership of their growth and feel supported in accelerating their potential. Associates at all career stages have access to flexible learning opportunities that support both professional and personal growth throughout their career journey.

Professional Learning Experiences

Our learning ecosystem combines formal programs, on-the-job experiences, coaching and collaboration, with DBS tools embedded throughout. By embedding learning into how we work every day, we continue to build the best team and sustain a culture where continuous improvement is translated into strong business results and individual development.

Our partnership with Harvard Business School Online provides our associates with access to a wide range of courses that enhance leadership, management, financial and strategic skills. Through this collaboration, we offer focused, role-relevant programs to support real-world application, including four tailored programs:

- Credential of Readiness – A foundational business course for professionals aspiring to leadership roles
- Negotiation Mastery – Equipping leaders with the skills to navigate complex negotiations effectively
- Leading with Finance – Building a strong understanding of financial principles and business decision-making
- Power and Influence for Positive Impact – Preparing leaders to navigate organizational dynamics and drive meaningful change

Motivating and Rewarding Performance

Performance for Growth & Development for Growth Cycle

Our annual Performance for Growth (P4G) and Development for Growth (D4G) process integrates associate performance goals with professional development objectives to align individual contribution and growth with business priorities. This required annual process enables people leaders to set clear expectations, assess performance consistently and support ongoing feedback, recognition and rewards for impactful contributions.

Annual reviews evaluate performance against established objectives and our four Core Behaviors, which are a set of standards and behaviors that Danaher associates are expected to aspire to and are assessed against. Performance appraisal ratings help inform salary merit increases for the following year and bonus payouts for eligible associates.

Our P4G & D4G process applies to all Danaher associates, with limited exceptions at certain operating companies due to regional differences and collective bargaining agreements.

Compensation

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

Form EEO-1

Our most recently filed US Federal Employer Information Report (Form EEO-1) Employment Data is available for download [here](#).

Human Rights

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

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

Danaher’s commitment to human rights is guided by the principles set forth in US laws governing human rights, as well as in the international standards set forth in our [Sustainability Policy](#).

Danaher is a signatory of the [UN Global Compact](#) (UNGC) to demonstrate our commitment to the ten principles of the UNGC on human rights, labor, environment and anti-corruption.

We recognize that assessing and managing human rights risk is a continuous and evolving process. We seek to use policies, training, processes and monitoring systems that advance this commitment across our business. We are committed to providing effective resolution to the extent we have caused or contributed to adverse human rights impacts. The Danaher Speak Up! helpline, together with the other reporting channels identified in our [Code of Conduct](#), are the grievance mechanisms available to associates, business partners and other persons.

Operations

We require each Danaher associate to act lawfully toward other associates, colleagues, business partners and those in our local communities. Each year, all associates in administrative, business, technical, professional, management and executive career categories are required to certify their understanding of Danaher’s [Code of Conduct](#) and all its requirements, including the Code requirements relating to human rights. In addition, associates in our procurement function participate in annual human rights training.

Supply Chain

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

Communities

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

Our commitment to human rights also spans a range of topical areas, including fair labor practices, child labor, forced labor and human trafficking, safe and healthy work environment, non-discrimination, anti-harassment and privacy, as detailed in our [Sustainability Policy](#).

Access to Healthcare, Product Quality and Pricing

Danaher has employed certain innovative, targeted approaches to address healthcare needs in developing countries, including collaborative partnerships with global organizations (please refer to the Innovating Products That Improve Lives and Our Planet section of our Sustainability Report). We also recognize our responsibilities to ensure the quality and safety of our products from the discovery phase to post-commercialization, and to price our products and solutions responsibly in a manner consistent with their value.

Danaher’s Vice President of Global Procurement and Supply Chain (who reports to our Senior Vice President of Operations and DBS) is responsible for our supply chain human rights program, and Danaher’s Senior Vice President of Human Resources is responsible for human rights in our direct operations.

Protecting Our Environment

Please refer to our Sustainability Report for an overview of our strategy for Protecting Our Environment.

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

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

To meet our EHS expectations, we have established policies that communicate clear expectations, track key performance indicators (KPIs) to measure our performance and set goals to drive accountability for continuous improvement. Our EHS management program includes EHS-specific DBS tools to help manage ergonomics, energetics, exposure and environmental risks in a consistent and proactive way.

Danaher’s Senior Vice President of Operations and DBS is the executive with management-level responsibility for our EHS program.

Policies

We articulate our EHS expectations through the following policies:

- **Code of Conduct**
Identifies the core principles that guide our organization, including our core EHS principles
- **Environment, Health and Safety Policy (EHS Policy)**
Specifically addresses compliance with applicable EHS laws, personal accountability, effective communication, consultation and engagement, routine program assessments, continuous improvement in EHS performance, integration of EHS principles into our business plans, product design and facilities, recycling and reuse, EHS due diligence of newly acquired businesses and public reporting of our program effectiveness

- **Position on Environmental, Health and Safety Management**
Articulates the key elements of Danaher’s EHS management program
- **Sustainability Policy**
Builds upon the EHS Policy and addresses the EHS elements most critical to our approach to sustainability
- **Supplier Code of Conduct** and **Sustainable Supply Chain Policy**
Outlines our supply chain sustainability expectations, including the assessment and monitoring of our suppliers’ environmental performance through the EcoVadis platform

KPIs and Goals

To drive accountability and continuous improvement, we have established goals to achieve meaningful improvement in our EHS performance and reduce our impact on the environment. We also track a range of leading and lagging EHS-related KPIs to measure the effectiveness of our program and quantify our progress over time.

EHS Management Program

Danaher has adopted a Position on Environmental, Health and Safety Management which articulates the key elements of Danaher’s EHS management program. For additional detail, please see the full [Position Statement](#).

DBS EHS Playbook

Our DBS EHS Playbook is our EHS management system and aligns with both ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System. This tool scores a site against six major elements (strategy, culture, planning, support, risk management, and assessment and improvement) and eight sub-elements. The Danaher sites that management deems significant from an EHS perspective have completed their baseline assessments and established goals and action plans to achieve proficiency with the ISO 14001 and ISO 45001 standards. Leadership at both the Danaher and operating company levels reviews progress against these goals multiple times each year.

EHS Audit Program

Our EHS audit process uses internal and external EHS auditing expertise and combines structured self-assessments with risk-based, on-site auditing by Danaher and independent third parties. The audit process covers jurisdiction-specific EHS regulatory requirements, with the objectives of proactively identifying and correcting deficiencies as well as identifying and sharing best practices across the organization. Approximately 25% of the sites that management deems significant from an EHS perspective undergo an in-person third-party EHS audit each calendar year. Sites conduct routine self-assessments on a regular cadence to ensure compliance and sustain performance. Any observed deficiencies are required to be documented, communicated to site leadership, assigned owners to ensure accountability and tracked by corporate EHS to ensure corrective actions that address the root cause of the issue are implemented on a timely basis and sustained. We also rank sites based on EHS risk to help senior leadership prioritize additional support and resources where they can have the greatest impact.

EHS Information Management System

We use a third-party EHS information management system to collect and manage EHS information globally in a standardized way, including:

- EHS incident, severity, investigation and corrective action tracking
- EHS performance metric reporting and tracking
- An activity calendar for managing compliance and other timebound recurring tasks
- Tracking incidents, audit and inspection findings
- Completion of ergonomic assessments that are powered by artificial intelligence

Environmental Sustainability Risk Governance

Under our leadership structure, Danaher’s management has day-to-day responsibility for assessing and managing our risk exposure and Danaher’s Board of Directors and its committees oversee those efforts, with particular emphasis on the most significant risks facing the Company. With respect to 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** helps develop and oversees the execution of our sustainability strategy, including with respect to climate risks and opportunities. The Council meets multiple times per year and oversees the enterprise-wide deployment of the climate risk and opportunity process described in the Sustainability Report, to help ensure a standardized approach is applied across our businesses.
- The results of the annual climate risk and opportunity assessment and management process are presented annually to the Council and to the **Audit Committee of Danaher’s Board of Directors**, which has Board-level oversight responsibility with respect to climate-related risk. As part of these annual updates, the Council and Audit Committee are updated regarding the progress against the Company’s GHG emissions reduction goals and provide feedback.
- In addition, each of **Danaher’s Board and the Board’s Nominating and Governance Committee** reviews our overall sustainability program at least annually

Foundational Elements

Danaher’s culture is rooted in a strong foundation of integrity and sound governance, and our sustainability program reflects this commitment. We have always recognized the importance of reputation to our success, which is why we are committed to maintaining the highest ethical standards and complying with all applicable laws, wherever we do business.

Ethics and Compliance at Danaher

Danaher’s integrity, reputation and successful execution of our ethics and compliance program priorities are key to our growth strategy and long-term performance. We believe a strong ethics and compliance culture supports long-term value creation by strengthening stakeholder trust, reinforcing our reputation and helping attract and retain talented associates over time. An ethical workplace also helps build the trust necessary for our associates to innovate, engage at a high level and feel comfortable bringing forward any concerns.

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

The Danaher Corporate Ethics and Compliance Function

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

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

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

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

The Danaher Code of Conduct

Danaher’s [Code of Conduct](#) guides our everyday actions and interactions with internal and external stakeholders and is available in over 20 languages. The Code requires all Danaher directors and associates to comply with all applicable laws, rules and regulations, provides specific guidance with respect to particular areas of ethics and compliance, and counsels our associates on how to deal with common compliance-related scenarios they may encounter in their work. The Code encourages our directors and associates to ask questions when unsure about any ethics or compliance issue and requires them to report actual or potential violations of law, our [Code of Conduct](#) or other Danaher policy. Finally, the [Code of Conduct](#) makes clear that Danaher will not tolerate retaliation against anyone who reports a problem in good faith, nor will we tolerate retaliation against anyone for participation in an investigation.

Reporting Concerns

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

Our associates and business partners may use Speak Up! 24 hours a day, seven days a week. When a concern is reported by phone, the operator will listen, ask questions if necessary and then write a summary report. Phone numbers are available for over 50 countries. Associates can also file complaints or submit inquiries electronically through www.danaherintegrity.com, which is available in 18 languages. Reporters can choose to submit their concerns to Speak Up! anonymously, where allowed by local law. All complaints and inquiries submitted through Speak Up!, whether by phone or electronically, are provided to Danaher for assessment and further action.

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

- The number of Speak Up! reports for every 100 Danaher associates as an indication that associates feel comfortable raising their concerns. We evaluate this metric overall and by specific associate group.
- Self-identifying reporters as a percentage of total reporters, as an indication of trust and confidence in the program

To the extent we identify a sustained and significant deviation from either of these indicators, either at the Danaher level or in specific associate groups, we use DBS tools (particularly the Problem Solving Process) as appropriate to develop and implement countermeasures and sustain improvement over time. The Data Summary attached to our Sustainability Report reports our performance against our Speak Up! goals with respect to the three most recent calendar years.

Corporate Internal Audit Support

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

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

Business Ethics

Our Danaher-wide policies and programs (including the [Code of Conduct](#)) not only help to deter and prevent unethical behavior through education and awareness, but also reinforce our culture of integrity within the workplace. These include the ethics and compliance systems described in the sections above and, in some cases, the use of data analytics to identify and mitigate risks. We look to industry best practices and benchmarks to track our performance against our peers over time. Danaher’s ethics and compliance team works closely with our legal, human resources, internal audit, finance and other functions at all levels of our organization to monitor and help ensure ethical business practices.

Measuring Associates’ Ethics and Compliance Performance

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

Assessing Associate Trust in the Ethics and Compliance Culture

We ask Danaher associates to rate our ethics and compliance culture at least annually as part of our Engagement Survey. Leaders across our platforms and operating companies use those results to develop action plans and drive improvement, as necessary.

Empowering Associates Through Ethics and Compliance Training

Each year, all full-time and part-time associates in administrative, business, technical, professional, management and executive career categories (the online training job categories) are required to take [Code of Conduct](#) training.

In addition, in most countries where we operate, we require associates to certify that they have complied with the Code of Conduct. Code of Conduct training is also provided when associates join Danaher as new hires or through acquisitions, and live Code of Conduct training is provided in certain cases for our shop floor and manufacturing associates. In addition, associates are assigned training on various, specific ethics and compliance topics as part of the Danaher Annual Training Program. This program helps associates understand their obligations under the law, the expectation to act ethically and how to manage the risks inherent in their job function. In 2025, the Annual Training Program included the following training courses applicable to associates in the online training job categories (specific courses assigned are based on the associate's role and level):

Job Family Group	Anti-Corruption	Avoiding Insider Trading	Danaher Code of Conduct	Ensuring Information Security and Data Privacy	Off-Label Promotions	Preventing Workplace Harassment	Promoting a Safe and Sustainable Workplace	Quality Systems Regulation	Supply Chain Sustainability	Trade Sanctions: An Overview	Using Generative AI Appropriately
Administrative	X		X	X		X	X	X			X
Aviation	X	X	X	X		X	X				X
Communications	X	X	X	X	X	X	X	X			X
Customer Support	X	X	X	X	X	X	X	X		X	X
Danaher Business System	X	X	X	X		X	X	X			X
Digital Product Development	X	X	X	X		X	X	X			X
Engineering	X	X	X	X	X	X	X	X		X	X
Environmental Health & Safety	X	X	X	X		X	X				X
Facilities & Production Equipment	X		X	X		X	X	X			X
Finance & Accounting	X	X	X	X		X	X			X	X
Human Resources	X	X	X	X	X	X	X	X			X
Information Technology	X	X	X	X	X	X	X	X			X
Legal	X	X	X	X	X	X	X	X		X	X
Management	X	X	X	X	X	X	X	X		X	X
Manufacturing & Operations	X	X	X	X	a	X	X	X		X	X
Marketing	X	X	X	X	X	X	X	X		X	X
Mergers, Acquisitions & Alliances, Partnerships	X	X	X	X	X	X	X	X		X	X
Project/Program Management	X	X	X	X	X	X	X	X			X
Quality and Regulatory Affairs	X	X	X	X	X	X	X	X		X	X
Sales	X	X	X	X	X	X	X	X		X	X
Science	X	X	X	X	X	X	X	X		X	X
Supply Chain & Logistics	X	X	X	X	X	X	X	X	X	X	X

Supplemental Information

In general, any associate who fails to complete the required ethics and compliance training in a given year can achieve a score on the *Instill Trust* Core Behavior of no more than two out of five (if they fail to complete one required training course) or one out of five (if they fail to complete two or more required training courses), which directly affects the associate's compensation. We may withhold advancement opportunities, recognition or monetary bonuses, and/or terminate associates who do not meet our expectations with respect to integrity and compliance.

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

Countering Bribery and Corruption

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

All Danaher associates must comply with all applicable laws and regulations, and all Danaher policies and processes, relating to anti-bribery and anti-corruption. In 2025, Danaher updated three existing core compliance policies – Anti-Corruption; Gifts, Entertainment and Travel; and Interactions with Healthcare Professionals – to ensure alignment with current laws and regulations and to support Danaher's commitment to operating with the highest standards of integrity and compliance. Below is a description of Danaher's key policies relating to bribery and corruption, as in effect during 2025.

Anti-Corruption Policy

Danaher's Anti-Corruption Policy requires that we abide by the anti-bribery and anti-corruption laws of the countries in which we operate. The Danaher Anti-Corruption Policy prohibits Danaher associates and representatives from improperly making, offering, providing or authorizing the provision of anything of value to third parties to affect a decision or secure an advantage in order to obtain or retain business. At Danaher, there is zero tolerance for corruption. The updated Anti-Corruption Policy also reinforces connections to Danaher's Interactions with Healthcare Professionals Policy. In addition, our [Code of Conduct](#) explicitly forbids facilitation payments.

Gifts, Entertainment and Travel Policy

Danaher competes for business on our merits. The Gifts, Entertainment and Travel Policy explains what is and is not permitted when giving or accepting gifts, entertainment, travel or other things of value, and reinforces that it is never

permissible to offer anything in return for a favor, to influence decision making or for preferential treatment. The policy includes additional requirements for interactions involving government officials and healthcare professionals, and sets restrictions for giving and receiving gifts based on recipient type.

Interactions with Healthcare Professionals Policy

Danaher companies that serve the healthcare industry are required to ensure that their interactions with healthcare professionals are always consistent with the highest levels of business integrity. Danaher associates are prohibited from interacting with healthcare professionals in such a way as to interfere with the professional's independent medical judgment; or engaging in conduct that could reasonably be interpreted as an improper effort to induce a healthcare professional to purchase, lease, use or recommend Danaher company products and services. The updated Interactions with Healthcare Professionals Policy provides a framework to guide ethical interactions with healthcare professionals, consistent with legal and industry standards, and enhances clarity and updates guidance related to engaging healthcare professionals, including clearer connections to other Danaher compliance policies.

Danaher Anti-Bribery and Corruption Risk Assessment

Danaher's corporate ethics and compliance function manages our Anti-Bribery and Corruption (ABC) risk assessment, with support from the operating company legal and compliance functions and in cooperation with our internal audit, commercial and finance functions. The ABC risk assessment consists of a biannual risk assessment process that evaluates and quantifies bribery and corruption risk at every operating company based on criteria including the Corruption Perceptions Index (a publicly available index that ranks countries by their perceived levels of public sector corruption), revenue by country, historical internal audit performance, interactions with healthcare professionals, business model and management input.

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

The results of the ABC risk assessment drive the selection and application of anti-corruption auditing, monitoring and risk-mitigation activities across our operating companies. The leadership of each operating company is responsible for the timely completion of all countermeasures resulting from the ABC risk assessment.

Channel Partner Management

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

- Our [Channel Partner Code of Conduct](#) articulates our ethics and compliance expectations and requirements of our sales channel partners
- We conduct due diligence on our third-party sales partners to help ensure adherence to our [Code of Conduct](#) and reduce risk before the partner is approved to conduct business on behalf of Danaher. Diligence is risk-based and repeated at periodic intervals.
- Our third-party sales partners (and many of our other third-party intermediaries) are required to complete our anti-bribery and corruption program training, which is a condition to a Danaher operating company entering into or renewing a contract with such partner
- Our third-party sales partners are required to complete regular certification of their compliance with the Danaher [Channel Partner Code of Conduct](#) as well as all applicable laws and regulations
- We employ artificial intelligence to continuously monitor our third-party sales partners for legal or reputational issues that may surface through various channels, including watch lists, sanctions, court filings or media
- We proactively audit select third-party sales partners to ensure their ongoing commitment to Danaher's [Channel Partner Code of Conduct](#)
- Partners are assessed as part of our ABC program and selected for proactive audit based on key risk criteria including sales volume, Corruption Perception Index in the countries where the partner operates on behalf of the operating company, any red flags identified during Danaher's due diligence process and ongoing monitoring, whether the partner does business with government entities and country- or region-specific trends

Medical Product Quality

Regulatory Framework and Danaher Risk Profile

Danaher's operating companies design, manufacture and sell biotechnology, life sciences and diagnostics products and solutions. Some of these are medical products regulated by the US Food and Drug Administration (FDA), and by similar regulatory agencies in other countries. Our medical product manufacturing sites are required to adhere to all applicable quality system regulations and requirements, including the US Current Good Manufacturing Practices (CGMP) requirements set forth in the FDA's Quality Management Systems Regulation (QMSR), in Europe and other countries around the world, the ISO Medical Devices – Quality Management Standard (ISO 13485) and the Medical Device Single Audit Program (MDSAP).

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

The FDA's risk classification of our medical products illustrates that with few exceptions, our medical devices are classified as low or medium risk. The Data Summary attached to our Sustainability Report categorizes the FDA-registered sites of Danaher's subsidiaries as of the end of the most recent fiscal year based on the risk classification of the devices produced at the site.

Centralized Compliance Standards and Controls

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

Regulatory, Quality and Clinical Affairs KPIs

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

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

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

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

Corporate Audit Programs

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

Our clinical trial audit program assesses clinical trials related to FDA medical device product submissions. These audits cover the adherence to FDA regulatory requirements for clinical trials, evaluation of protocols and quality system requirements.

Annual Compliance Training

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

Membership in External Associations/Partnerships

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

Product Safety Policy

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

Regulatory Inspections

As a medical product manufacturer, our manufacturing facilities are subject to inspection on a routine basis by the FDA and by similar regulatory agencies in other countries. The FDA and independent certification organizations designated by non-US regulatory authorities audit or inspect Danaher registered medical product sites using a risk-based process, taking into account the risk profile of the products manufactured by the site. In connection with an inspection, the FDA may issue Form 483 Inspection Observations, Warning Letters and/or consent decrees, which list conditions or practices that may indicate a violation of the FDA’s requirements. Danaher’s goal each year is to have zero FDA Form 483 Inspection Observations, Warning Letters and consent decrees. The Data Summary attached to our Sustainability Report illustrates our FDA inspection performance with respect to the three most recent calendar years.

Recalls

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

Danaher Reliability System

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

- Leadership Focus on Reliability
- Design for Reliability
- Supplier Quality Management
- Manufacturing Process Control
- Customer Service and Support
- Customer Defect Tracking and Resolution

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

Ethical Marketing, Advertising and Sales

Danaher's [Product Marketing, Advertising and Promotion Policy](#) applies globally to all Danaher biotechnology, life sciences and diagnostics operating companies. In 2025, Danaher incurred no monetary losses as a result of legal proceedings associated with false marketing claims.

Ethical Interactions with Healthcare Professionals

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

- All of our diagnostics operating companies have committed to comply with AdvaMed's Code of Ethics on Interactions with Healthcare Professionals, which addresses appropriate activity with healthcare professionals (HCPs)

- Our European diagnostics operating companies have also committed to comply with the MedTech Europe Code of Ethical Business Practice, which regulates all aspects of the industry's relationship with HCPs and healthcare organizations to help ensure such interactions are ethical and professional

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

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

Our [Clinical Trial Conduct and Transparency Policy](#) articulates our expectations, requirements and support for the overall principles of greater clinical trial data transparency, including registration and disclosure of clinical trial results in external registries, publication of results in peer-reviewed journals and sharing of clinical study reports and participant-level data from clinical trials. Clinical trials conducted around the world by our operating companies are listed as required on the US National Institutes of Health's website, www.clinicaltrials.gov, the European Clinical Trials Register, and country-specific and regional registries worldwide.

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

- Interactions with Healthcare Professionals Policy (described in Business Ethics section)
- Gifts, Entertainment and Travel Policy (described in Business Ethics section)
- Social Media Guidelines for FDA-Regulated Operating Companies: Addresses information used on social media and other online platforms to advertise and promote products and services

Ethical Research & Development Practices

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

- The humane care and use of animals, including a commitment to the three principles of “replacement, reduction and refinement” and the use of Institutional Animal Care and Use Committees (or international equivalents) to advise on, assess and approve animal testing protocols and procedures
- Bioethics and the responsible use of emerging technologies, including a commitment to transparency with (and listening to feedback from) our customers and other stakeholders, and consideration of risks and benefits in light of the information available. With respect to bioethics, we are also committed to operating according to the Guidelines for Good Laboratory Practices (GLP) and Good Manufacturing Practices (GMP), the Declaration of Helsinki International Ethical Guidelines for Biomedical Research Involving Human Subjects and applicable privacy and data protection standards. We seek to promote bioethical awareness within Danaher and promote ethical research, safeguarding the integrity of the scientific process and protecting patients’ rights while responsibly identifying and addressing issues related to biotechnology research and development.

Sustainable Supply Chain

Supplier Quality Management

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

Training and Education

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

Conflict Minerals

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

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

Governance

For information regarding Danaher’s Board of Directors and governance practices, please refer to Danaher’s most recent [Annual Proxy Statement](#) as filed with the US Securities and Exchange Commission.

Risk Oversight

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

Enterprise Risk Management Methodology

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

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

Categorizing Risk

The program requires evaluation of risk across five main pillars: Operational, Strategic, Financial and Accounting, Compliance and Information Technology/Security. The list below includes examples of the types of risks we assess in each of the five pillars.

Strategic	• Diminution in Business • Regulatory Risk • Sovereign/Political Risk	• Loss of Intellectual Property • Catastrophic Loss Risk • Competition for Talent
Operations	• Product Supply Disruption • Climate Change Risk	• Supplier Risk • Business Continuity Risk
Compliance	• Risk of Violation of Operational Laws and Regulations • Risk of Violations of FCPA/Global Anti-Corruption Laws, Competition or Antitrust Laws • Import and Export Practices Risk	
Financial, Accounting, Reporting	• Accounting Irregularities • Segregation of Duties • Adherence to GAAP and IFRS reporting standards	
Information Technology / Security	• Loss of Critical Data • Loss of Critical Sites, Systems or Partners • Widespread Malware/Ransomware Infection	

Risk Assessment Process

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

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



Managing Cybersecurity Risks

For an overview of how Danaher manages cybersecurity risk, please see Danaher’s most recent [Annual Report and Annual Proxy Statement](#).

Political Matters

For information regarding Danaher’s policies with respect to political expenditures and political involvement, please see our [Sustainability Policy](#).

