



SUSTAINABILITY REPORT 2023



This report features photos taken by Danaher associates, and of our associates in action. We are proud to share these incredible images from around the world, demonstrating what “sustainability” means to our team, and we hope you enjoy them as much as we do.

Cover photo:
Lavender Field in Valensole, France by Meaghan Suhich, Beckman Coulter Diagnostics associate



From Our CEO



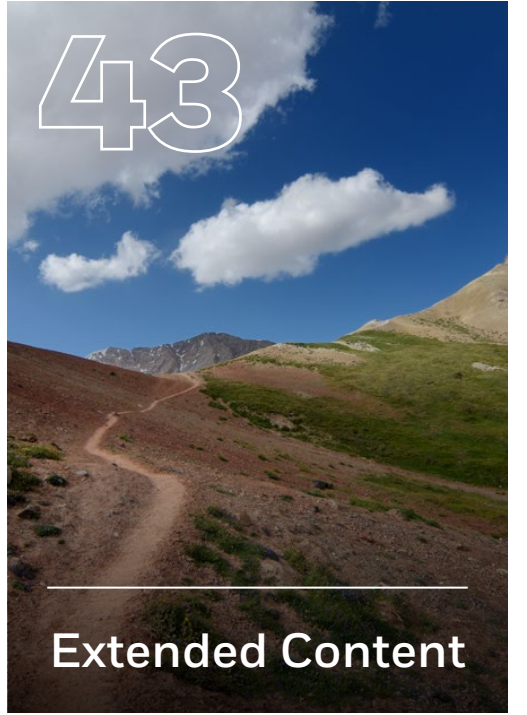
Innovation



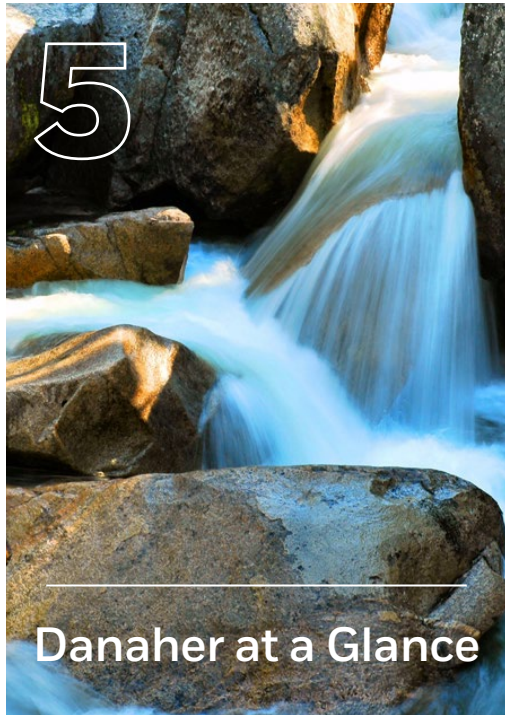
Team



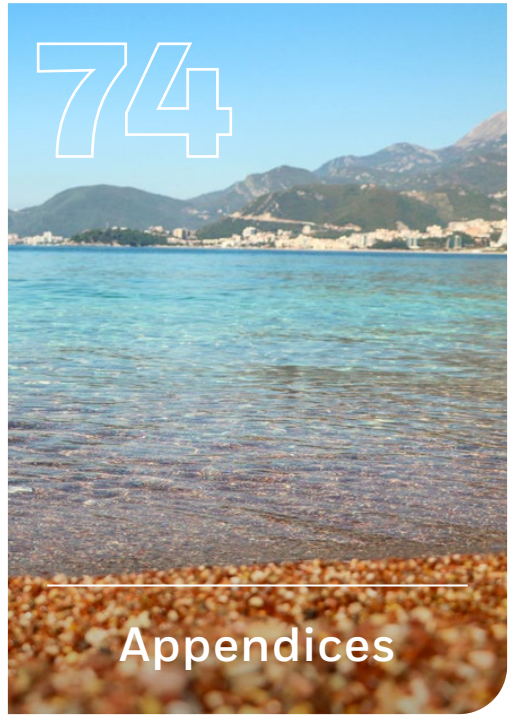
Environment



Extended Content



Danaher at a Glance



Appendices

From Our CEO

At the heart of everything we do at Danaher is our commitment to continuous improvement, and our sustainability program exemplifies this commitment.

While our sustainability journey has been underway for quite some time, we remain focused on making meaningful incremental progress every day, every month and every year. I am proud to share Danaher's key accomplishments since we published our 2022 sustainability report:

Innovating Products That Improve Lives and Our Planet

As a leading science and technology innovator, Danaher's product portfolio supports solutions to many of our world's most critical health care challenges. But we feel compelled to do even more—to innovate life-changing products that also consider the needs of our planet and communities. To that end, we recently updated our DBS product development tools to explicitly prompt consideration of our customers' sustainability needs at key junctures in the product design, development and launch processes.

Building the Best Team

We know that diverse and inclusive teams of exceptional associates create real innovation breakthroughs. By encouraging all voices to be heard, we can make room for bigger ideas and better solutions for our customers' complex challenges. Reflecting this commitment, we continued to make progress toward our 2025 diversity, equity and inclusion

goals. In 2022 we increased female representation in our global workforce to 38% and U.S. People of Color (POC) representation to 41%, and over 70% of our U.S. new hires were diverse.* We also maintained pay equity in the U.S. by gender, by race and ethnicity, while expanding the scope of this analysis to determine we achieved base pay equity for women globally.

Protecting Our Environment

Last year, we announced a new and more ambitious goal to reduce Danaher's absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 50.4% by 2032 compared to 2021 levels. The Danaher Business System continues to be a uniquely powerful system for supporting our decarbonization ambitions and, with the *DBS Energy Management Toolkit* as our foundation, we developed a suite of domain-specific DBS tools and processes to drive efficient progress toward this goal. We are also leveraging the *DBS Fundamentals* to globally deploy a program to identify, assess and manage climate risks and opportunities based on recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

Foundational Elements: Supply Chain Sustainability

Danaher's extensive, complex network of supplier relationships are critical to our success. We conducted business with over 80,000 suppliers globally in 2022, comprising more than \$10 billion of supply chain spending. In partnership with EcoVadis, we assessed and rated suppliers representing over 50% of our annual supplier spend by the end of 2022, with a goal to increase that coverage to 80% by the end of 2023.

Kaizen is Our Way of Life

The updated structure of our sustainability report is itself an example of our commitment to continuous improvement. In the front part of this year's report, we focus on telling Danaher's differentiated sustainability story, articulating the positive impact that we make every day around the world thanks to the unique combination of our people, products and the Danaher Business System. In the latter part of the report, we capture the comprehensive program detail and data you have come to expect. We hope that this updated report structure is an even more effective way to convey what sets apart Danaher's sustainability impact and opportunity.

As a leading global life sciences and diagnostics innovator, Danaher is uniquely positioned to accelerate the power of science and technology to improve human health. We know that when we bring together the passion and dedication of our teams, the scope and scale of our innovations, and our deeply ingrained commitment to continuous improvement, the potential for long-term positive impact is limitless. Thank you for your partnership as we build a sustainable future together.

Rainer M. Blair
President and CEO
Danaher Corporation

* Women and/or people of color



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

Danaher at a Glance

2022 Highlights	6
How We Work.....	7
Our Sustainability Strategy	8

2022 Highlights

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

ASSOCIATES

81,000

DANAHER 2022 REVENUE

\$31.5 BILLION

DIAGNOSTICS

\$10.8 BILLION



ENVIRONMENTAL & APPLIED SOLUTIONS

\$4.8 BILLION **Veralto**

WATER QUALITY



PRODUCT IDENTIFICATION



OPERATING COMPANIES

20+

BIOTECHNOLOGY

\$8.8 BILLION



LIFE SCIENCES

\$7.0 BILLION



How We Work

Our Shared Purpose

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

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



Rainer M. Blair
President and CEO
Danaher Corporation

Our Core Values

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

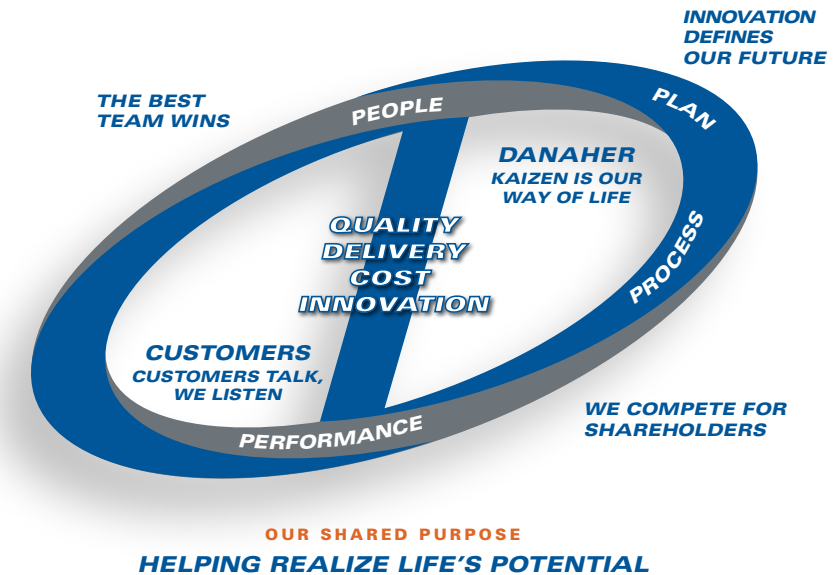
The *Best Team* wins
Customers talk, we listen
Kaizen is our way of life
Innovation defines our future
 We compete for *Shareholders*

The Danaher Business System

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

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

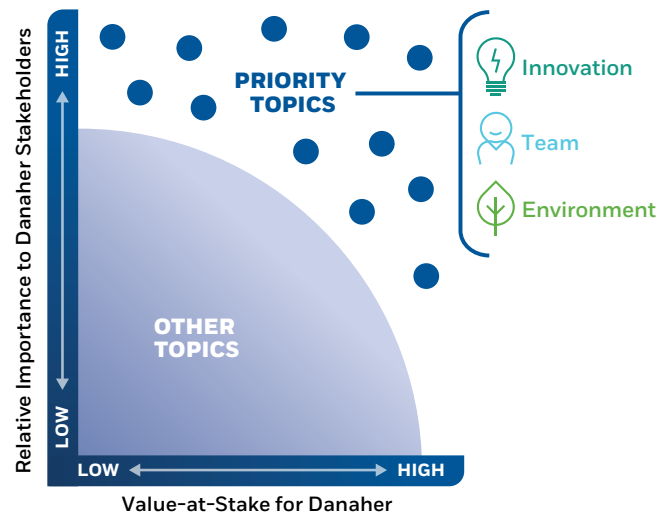
DBS is our competitively advantaged system of continuous improvement and the culture that makes it work.



Our Sustainability Strategy

Sustainability Prioritization Assessment

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

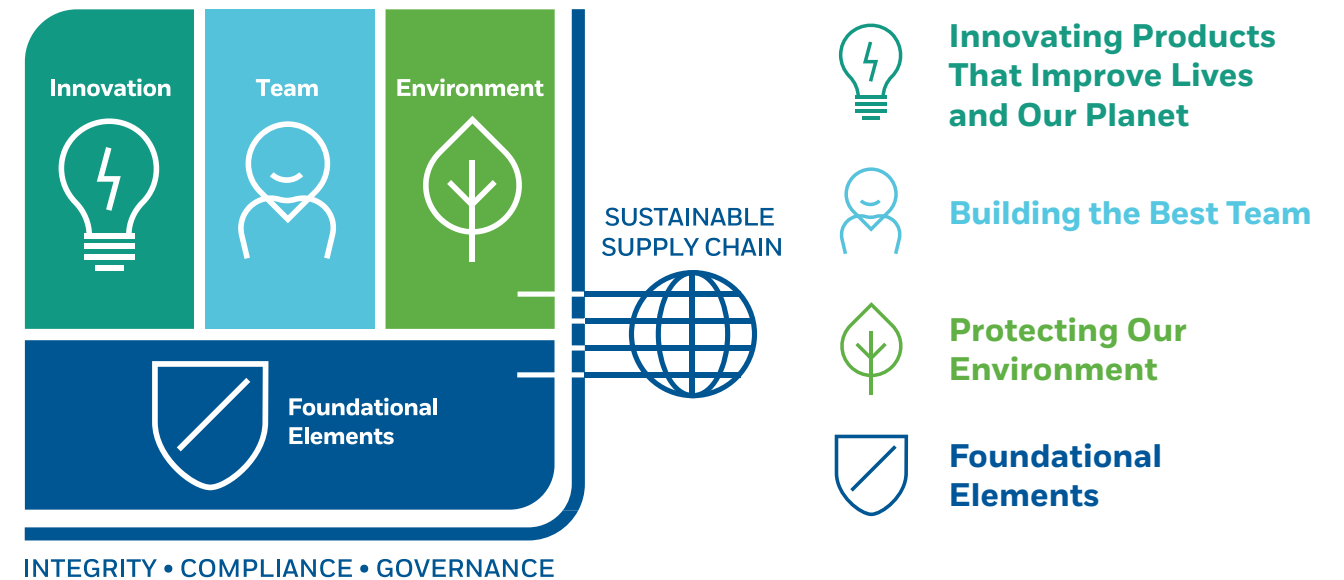


- Surveys of approximately 300 Danaher associates across all of our major businesses and geographies
- Approximately 125 interviews and surveys with internal and external stakeholders including investors, customers, regulators and third-party rating firms
- Extensive benchmarking of the sustainability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

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




















Our Sustainability Strategy and Pillars

Informed by these priority topics, in 2022 we updated our sustainability strategy and pillars, which align with our Shared Purpose and 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 2022-2023 PROGRESS	UN SDGs
 <p>Innovating Products That Improve Lives and Our Planet</p>	<ul style="list-style-type: none"> • \$1.7 billion in 2022 R&D spend • Updated our DBS product development tools to drive focus on customer sustainability needs • Our products and solutions continued to meaningfully improve quality of life around the world 	   
 <p>Building the Best Team</p>	<ul style="list-style-type: none"> • 81,000 associates in more than 60 countries • \$18 million in community investment focused on Building a Diverse, STEM-ready Workforce, Advancing Healthcare Innovation and Protecting the Environment • Adoption of Diversity, Equity and Inclusion Policy • 41% of 2022 global new hires were women • 71% of 2022 U.S. new hires were diverse (women and/or People of Color) • Since 2020, maintained pay equity for women and for racial and ethnic minorities in the U.S. with respect to base pay and STI compensation • In 2022, expanded base pay analysis to cover ~95% of global associates across 24 countries and achieved base pay equity for women 	     
 <p>Protecting Our Environment</p>	<ul style="list-style-type: none"> • Commitment to 50.4% reduction in Scope 1 and 2 GHG emissions by 2032 (compared to 2021) • Development of Decarbonization Roadmap • Launch of enterprise-wide TCFD climate risk and opportunity assessment program • Launch of DBS Water Stewardship Tool • 29% reduction in percentage of non-hazardous/non-regulated waste sent to landfill or incineration since 2019 	  
 <p>Foundational Elements</p>	<ul style="list-style-type: none"> • In partnership with EcoVadis, assessed sustainability practices of suppliers representing >50% of annual supplier spend 	 

This table summarizes our 2022-2023 progress. Please click on each example for more detailed information that is provided in this report.



Innovating Products That Improve Lives and Our Planet

Innovation Defines Our Future	11
Product Sustainability.....	12
Our Innovative Products.....	13
Danaher's Impact.....	23



INNOVATION

Innovation Defines Our Future

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



At Danaher, innovation doesn't happen by accident. It is the product of the DBS Innovation Engine, part of a larger suite of integrated, function-specific DBS management programs and tools.

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

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

- A strategic framework for innovation and a process to identify and quantify how innovation will support Danaher's strategic and financial goals
- An innovation model for categorizing innovation types and identifying the market dynamics, leadership style and intellectual property (IP) attributes that best fit each type, and used by our operating companies to identify high-value innovation in the context of their particular businesses and served markets
- Tools that prioritize the identification of high-value customer problems and support the development of products, services and technologies to solve them
- A continuous improvement methodology to assess how effectively each Innovation Engine component is applied and measure the overall effect on growth

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

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

Doing Even More: Product Sustainability

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

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

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

Commercial strategy

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

Customer insights

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

Product definition and testing

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

Product design and launch

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

Our Innovative Products

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

This impact data and these examples are representative of the broader positive impact that Danaher's innovation has on quality of life around the world. The rigorous process that underlies innovation at Danaher gives us confidence that the best is yet to come.

Accelerating Microscopy Workflows



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

Providing a Better Cell Model

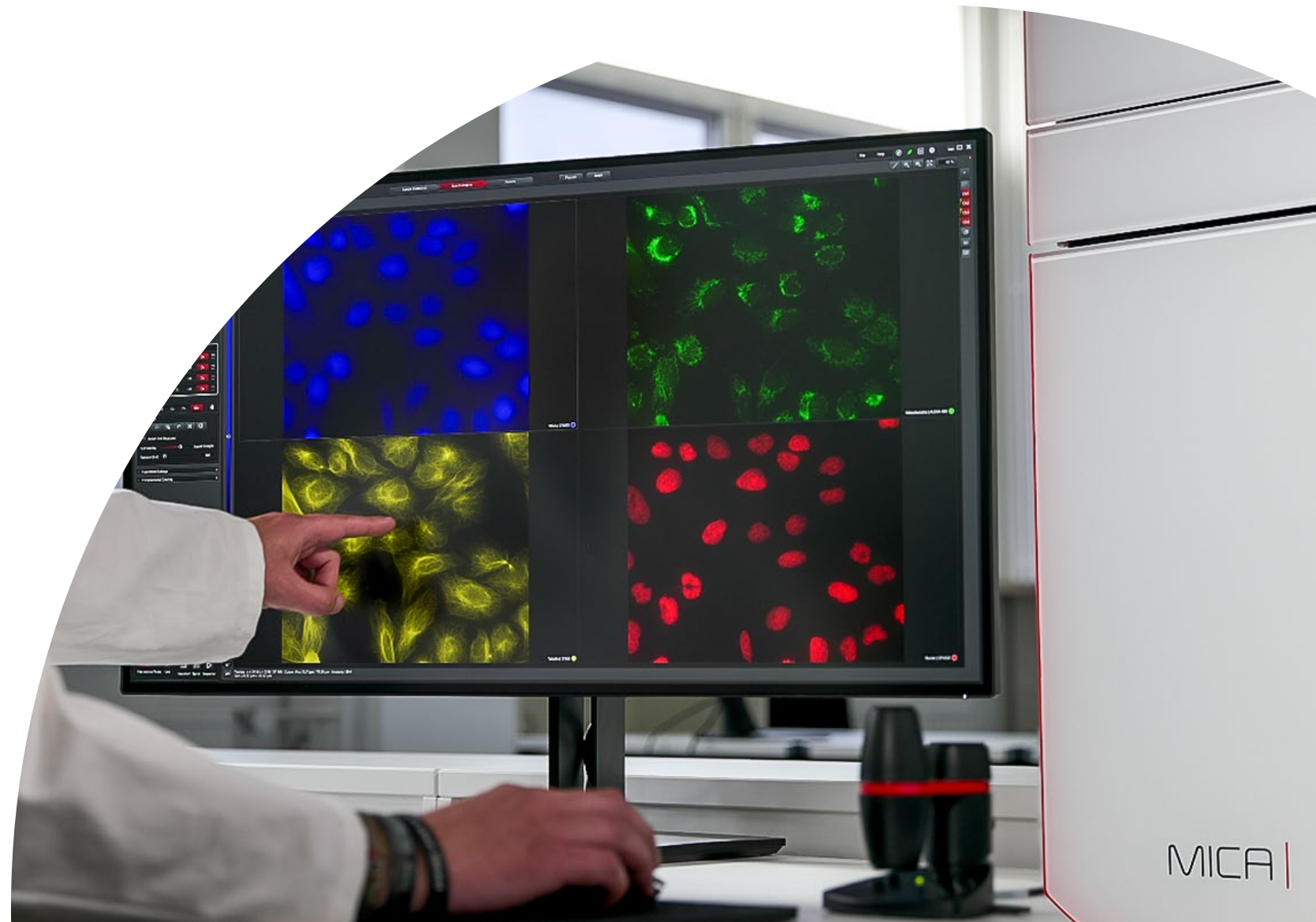


Drug efficacy and toxicity testing often rely on immortalized cell lines or animal models that don't closely mimic complex human biology. This can lead to inaccurate predictions of a drug's potential effectiveness and extend drug development timelines.

Patient-derived organoids (PDO) are three-dimensional tissue cultures that more closely mirror human organ function, making them a preferred alternative cell model for this type of testing. Studies have confirmed that if a drug was effective on a PDO it was 90% likely to work on a patient. **Molecular Devices** is the only provider with the expertise and capabilities to produce PDOs at commercial scale, helping accelerate the adoption of organoids for research and potentially eliminating the use of more than 150 million animals for clinical testing.

55% OF SCIENTIFIC ARTICLES

published in 2022 on the latest microscopy-based findings in cancer research referenced the use of **LEICA MICROSYSTEMS'** products and solutions.





75% of companies that received FDA approvals for **CELL AND GENE THERAPY** drugs in 2022 relied on **DANAHER GENOMIC MEDICINES** companies.

Faster Screening for Cancer Therapy Candidates 

The future of cancer treatment hinges on innovative, high-throughput platforms and automation-friendly tools that will enable researchers to quickly screen for new drug candidates. **Integrated DNA Technologies**’ (IDT) customizable CRISPR guide RNA (gRNA) libraries* were developed to address the need for better screening solutions. These high quality, reliable gRNA libraries integrate into existing workflows and are supported by an IDT team of CRISPR specialists offering guidance from the design-through-analysis phases of screening experiments. IDT’s solution coupled with technical expertise provides a unique offering that saves researchers valuable time—from weeks to months—and helps advance their drug discovery projects more rapidly. *

Expanding Production of Life-saving Therapeutics 

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

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

* Applications are for research use only (RUO). Not for use in diagnostic procedures.

DANAHER BIOTECHNOLOGY
 businesses support more than **90%**
 of the global production volume of approved
MONOCLONAL ANTIBODIES.

Cytiva associates at our facility in Marlborough, Massachusetts



“Flex” Manufacturing of Biopharmaceuticals

Cytiva’s revolutionary FlexFactory™ solution reduces the time to set up new biomanufacturing capacity from 18 to 36 months to under 12 months. It supports biopharma companies that are expanding their capacity and capabilities or shifting from traditional stainless-steel infrastructure to single-use technologies for the production of a wide range of both traditional and innovative new therapies.

Using FlexFactory™, a biopharma company can establish identical drug manufacturing infrastructure in any number of locations around the world, helping to rapidly increase manufacturing capacity, ensure consistency of drug quality, reduce time to market and reduce costs by up to 50%.

Accelerating Monoclonal Antibody Development

During the production of monoclonal antibody (mAb) biopharmaceuticals, the purification process is typically done using chromatography resins. These resins leach molecules, which needs to be carefully monitored, measured and disclosed to regulators. In the absence of commercially available assays that address this need, manufacturers previously had no choice but to design their own solutions which is complex, time-consuming and costly.

To address this, **Cytiva** launched the Prisma ELISA Kit, a ready-to-use assay that can be easily plugged into existing workflows to meet regulatory requirements, accelerate development timelines and ultimately deliver life-saving therapies to patients sooner.

From concept to launch, this kit was also developed with sustainability in mind: it consists of fully recyclable materials, biodegradable reagents and reduced buffer volumes to minimize its environmental impact.



Sequencing Proteins to Match the Power of Sequencing Genes

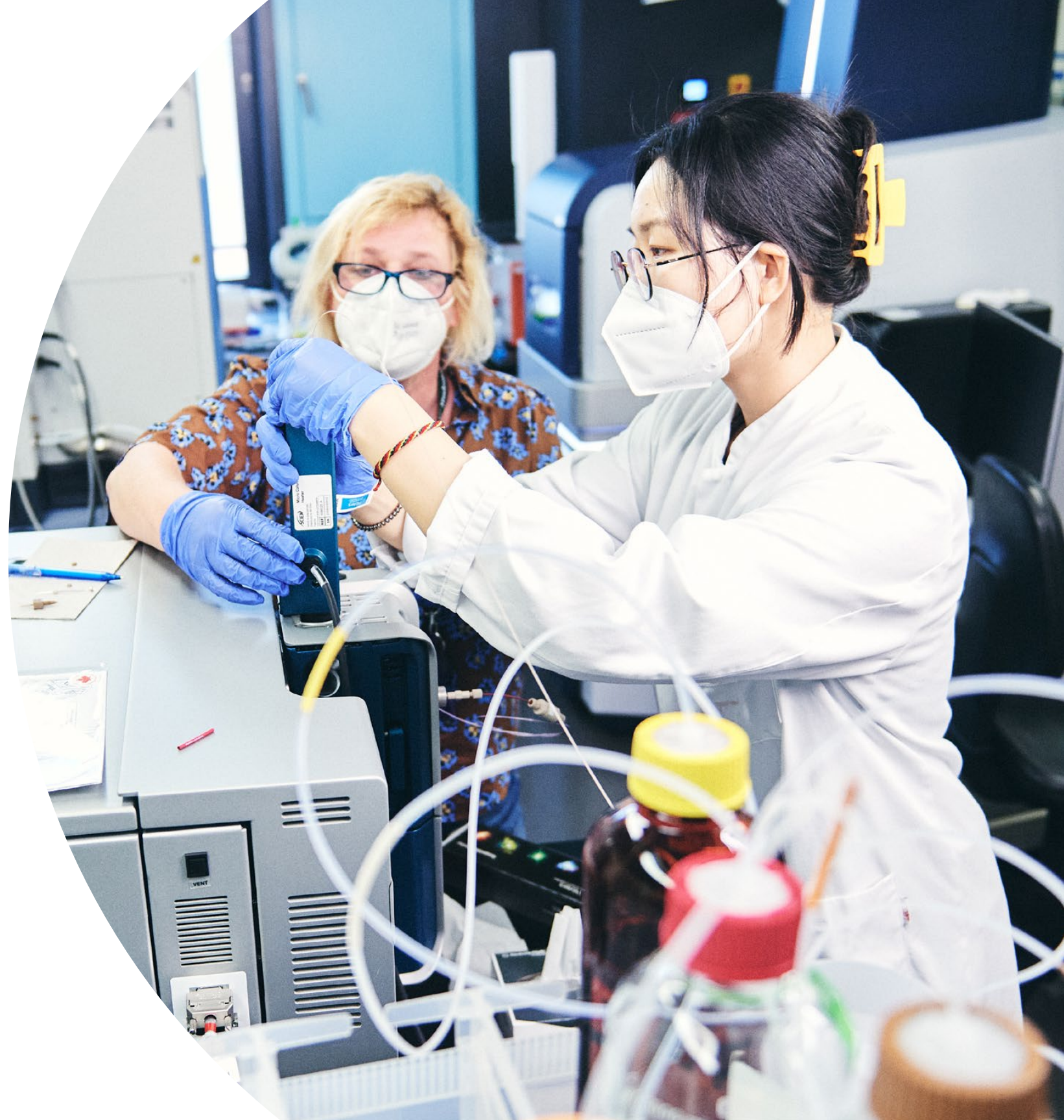


When it comes to advancing the detection and treatment of disease, it is critical to understand how the thousands of proteins in a body's cells are regulated and modified.

The proteins that change during illness are called biomarkers and can be used by doctors as a "canary in the coal mine" warning system. But so far, we have only scratched the surface in discovering these protein biomarkers. The sensitivity and robustness of **SCIEX's** ZenoTOF 7600 mass spectrometer—combined with its new Zeno SWATH data-independent analysis (DIA) workflow—enables a significant step forward in biomarker discovery. It can quantify more than twice the number of proteins with 10x lower sample loads compared to other similar approaches, in run-times as short as five minutes. The ability to analyze more samples faster and with higher sensitivity for large population studies is a key advancement that can enable proteomics (the study of proteins) to match the power of genomics.

SCIEX's technology is helping advance the goal of precision medicine, where the right drug is given to the right patient at the right time for improved outcomes.

SCIEX ZenoTOF 7600
MASS SPECTROMETER





Over **1** MILLION DIAGNOSTIC TESTS PER HOUR
are performed on **BECKMAN COULTER DIAGNOSTICS**
instruments around the world.

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 new 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 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's industry-leading productivity, its ability to support increasingly sensitive testing requirements solidifies its importance to healthcare providers and pharmaceutical companies tackling the world's most challenging diseases.

BECKMAN COULTER
DXI 9000
IMMUNOASSAY ANALYZER



Advancing Cancer Diagnostics and Improving Lives

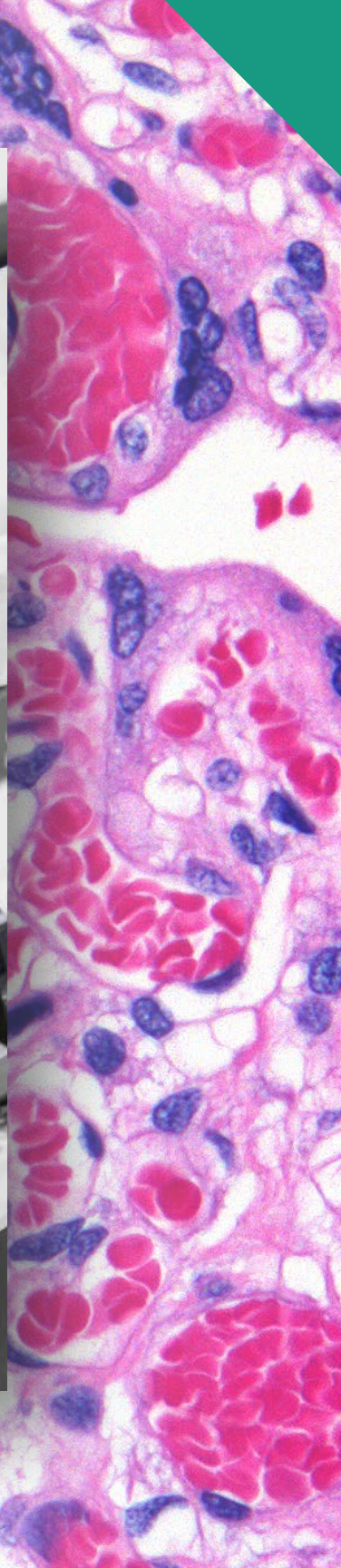


Each year nearly 20 million people around the world receive a devastating cancer diagnosis, the result of a complex process that often spans several weeks and involves multiple health specialties including lab and pathology professionals. This delay is extremely stressful for patients, and clinicians typically cannot start treatment without an accurate diagnosis.

Leica Biosystems is focused on developing novel technologies that accelerate and connect the disparate elements of the cancer diagnostics workflow to produce high-quality patient results.

Leica Biosystems' fully automated advanced staining platform, BOND-PRIME, represents a key step toward realizing this vision, delivering the crisp, clear stains needed for definitive diagnosis in just 90 minutes on average.

DANAHER DIAGNOSTICS companies enable more than **1.5 MILLION** cancer diagnoses every week.





EVERY DAY, nearly
1 MILLION
BLOOD SAMPLES
are tested around the world using
RADIOMETER'S instruments.



Improving Acute Care Diagnostics

RADIOMETER 

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

RADIOMETER
ABL90 FLEX PLUS BLOOD
GAS ANALYZER



Advancing HIV Diagnosis

Beckman Coulter Life Sciences' AQUIOS CL Flow Cytometer further automates the workflow for advanced HIV diagnostic testing and is the only high-throughput testing application approved by the World Health Organization (WHO) for severe HIV.

Six out of ten countries with the highest burdens of HIV/AIDS have standardized their testing on AQUIOS CL. By combining automated sample loading, sample preparation and cellular analysis into one compact system, AQUIOS CL speeds the time-to-result by 50% compared with other methods, enabling earlier intervention with potentially life-saving treatments.

Nearly **HALF** of 2022 global testing for patients suspected to have **ADVANCED HIV** disease relied on **BECKMAN COULTER LIFE SCIENCES** solutions.

Improving Access to Healthcare in Developing Markets



Anemia is a global health problem affecting over 40% of all preschool-aged children and nearly 40% of pregnant women worldwide. **HemoCue** is dedicated to addressing this health priority with its lab-accurate hemoglobin point-of-care testing.

The ability to detect anemia on the spot enables clinicians to provide immediate corrective treatment to improve the health of young children, mothers and babies. In 2022, HemoCue shipped more than 25 million tests to serve at-risk communities in Africa, India and Latin America.



With its powerful GeneXpert® system, **Cepheid** can respond to new health care needs and threats as they arise. As under-treated and under-diagnosed diseases such as tuberculosis (TB), HIV, and Ebola resurge globally, the GeneXpert® enables clinicians to run the exact test needed at the right time.

Today 30% of the approximately 10 million active TB cases globally go undiagnosed, and 1.5 million people lose their lives to TB each year. As the global community grapples with the worldwide re-emergence of TB and increasing number of drug-resistant strains, the need for fast and accurate TB diagnosis with the detection of drug resistance is greater than ever. Cepheid's Xpert® MTB/ RIF and Xpert® MTB/RIF Ultra tests have revolutionized the management of TB infections by providing a faster and more accurate diagnosis that detects both TB and resistance to the commonly used antibiotic rifampicin. Following the WHO endorsement in 2010 and through partnerships in the world's most TB-challenged geographies, Cepheid's Global Access program has placed thousands of GeneXpert® systems and delivered more than 100 million Xpert® TB test cartridges to communities in need. Cepheid continues to enhance this program with life-saving innovations that deliver greater access to molecular diagnostic testing broadly around the world.



CEPHEID has delivered more than **100** MILLION tuberculosis test cartridges since 2010.



A New Life for Plastics

Nearly 40% of **Cytiva's** single-use products and components are recyclable, creating more opportunities for customers to use mechanical recycling to transform used plastics into raw materials for new products such as shipping pallets, buckets, bins, vehicle interiors and other applications.

Sunsetting Styrofoam Packaging

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

Environmental & Applied Solutions

We plan to separate our EAS segment into a standalone, publicly-traded company, to be known as Veralto, in the fourth quarter of 2023. [Click here to access Veralto's sustainability report and examples of Veralto's product innovation.](#)



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 examples of the measurable positive impact we have on the world every day.



Of the more than **48,000** scientific articles published in 2022 on the latest microscopy-based findings in cancer research, **55%** referenced the use of Leica Microsystems' products and solutions.

75% of companies that received FDA approvals for cell and gene therapy drugs in 2022 relied on Danaher Genomic Medicines companies to support research and/or drug development efforts.

Danaher Biotechnology businesses support more than **90%** of the global production volume of approved monoclonal antibodies.

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

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

Danaher Diagnostics companies enable more than **1.5 MILLION** cancer diagnoses every week.

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

In 2022, **48%** of testing globally for patients suspected to have advanced HIV disease (Stage 3 or 4) relied on Beckman Coulter Life Sciences solutions for a fast and affordable diagnosis, helping enable rapid and potentially lifesaving therapy.



Building the Best Team

The Best Team Wins	25
We Can Make A Difference In The World.....	26
We Can Shape Danaher’s Culture.....	29
We Can Go As Far As Our Ambition Will Take Us...	32



BUILDING THE BEST TEAM

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

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

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

We can make a difference in the world

We can shape Danaher's culture

We can go as far as our ambition will take us



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.



Daria Donati, has lived and worked around the world on a mission to make a difference and save lives. In her role at Cytiva, she had the opportunity to do just that at the forefront of the battle against COVID-19.



“The pandemic has reminded everyone of the importance of collaboration and innovation. Solving a problem that is having a terrible impact on health—not only our own health, but also those closest to us. This means finding out how to develop, manufacture and get the treatments and vaccines to the people who need them most as quickly as possible.”

Daria Donati
Scientific Leader, Genomic Medicine at Cytiva

When Venkataraman Ravikumar became Danaher’s Vice President of the India Development Center (IDC) two years ago, IDC was comprised of seven operating companies—today, there are fourteen.



“Beyond career development opportunities, I also think there is something important about having a tangible impact on the society or ecosystem you live in. We can honestly say our tests save lives. It’s not fiction. It’s real. You’re part of something much larger than just your platform, and that motivates people.”

Venkataraman Ravikumar
Vice President of the India Development Center, Danaher

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 a continuous cycle of development and improvement. It's our collective heartbeat that pushes our associates to create products and services that are high quality, cost-effective and remarkably innovative.

DBS is our shared language and where we find daily motivation and empowerment. If we don't know where to begin or the next step needed to solve a complex problem, DBS offers common-sense solutions to carry our teams forward.

David Koch, has held several roles in his almost ten years at Danaher. But one thing remains consistent: he's seen the power of DBS unite teams, clarify processes, and drive results.

Beckman Coulter Life Sciences team in Suzhou, China



“I think there are two reasons DBS has been so successful. One, we don't make things more complex than they need to be. With DBS, it's simple enough to be accessible for everyone. The other reason is DBS helps us create a blameless culture. We frame problems in terms of process, not people.”

David Koch

Vice President, DBS, Pall Industrial



Our 2023 CEO Kaizen illustrated the power of DBS and our commitment to continuous improvement at all levels of the organization. Every Danaher executive officer and group executive, led by our President and CEO, Rainer Blair, went to *gemba*—“the place where the work is done.” Over the course of several weeks, at ten of our operating companies around the world, these senior leaders teamed up with associates to tackle several of the most significant opportunities for lasting competitive advantage across our businesses. The event was a tremendous opportunity for our teams to come together and drive transformative change through DBS—for Danaher, each other, and our customers around the world.



“What we learned during our CEO Kaizen events is that we can push the limits; we can question things and we can then break through and really achieve material improvements to be more competitive. *Kaizen* is also about leadership challenging ourselves as teams and ultimately getting better outcomes, while differentiating Danaher through continuous improvement.”

Rainer M. Blair
President and CEO
Danaher Corporation



Hundreds of associates around the world participated in local events, including Lydia Zhang at Beckman Coulter Diagnostics, who took part in the first ever Danaher China CEO Kaizen.



“With a strong sense of mission and honor, our group learned from each other and used DBS fundamental tools to achieve what we set out to in just one week. But one of our Core Values is *Kaizen is Our Way of Life*, so one week of activities is just the beginning. Sustaining the kaizen is what really helps and drives the company and our people forward.”

Lydia Zhang
Instrument Production Supervisor, Beckman Coulter 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.

Our annual Associate Engagement Survey is a critical channel for associates to share their feedback, and it's complemented by ongoing conversations between leaders and team members throughout the year. As a result of Engagement Survey feedback and a disciplined approach to acting on that feedback, we introduced Danaher's Shared Purpose in 2016, developed the *Danaher Go* internal mobility program in 2018, enhanced our Corporate Giving program in 2020, and continue to evolve the Associate Resources Groups (ARGs) we first established in 2018.

Our ARGs are one of our most powerful tools for promoting inclusion. Danaher ARGs are voluntary, associate-led groups for our underrepresented associates that promote a diverse, inclusive workplace aligned with our mission, values, goals and business practices. ARGs offer tailored education for each group's associates, friends and allies; a safe and supportive space to connect with others; and mentoring and coaching programs that help underrepresented talent build connections with a broader group of Danaher leaders and outside professionals. Each of our ARGs is also open to members of the “+Friends” community, recognizing the importance of broader support for each underrepresented group.



Danaher ARGs & Their Missions

WOMEN + FRIENDS

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

BLACK + FRIENDS

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

LGBTQ + FRIENDS

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

LATINX + FRIENDS

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

ASIAN DESCENT + FRIENDS

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

Mammotome team in Cincinnati, Ohio

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

As a Data and Business Analyst at ChemTreat, Binal Patel is charged with ensuring the safety of water used in manufacturing systems—and the safety of people who rely on those systems. And as an Asian-American female in her industry, Binal has another important role: helping Danaher build a diverse workforce, where people of any background or identity can achieve their career goals.

Diversity is a crucial part of Nina McLendon's identity and drive. Nina served for three years on the steering committee for the Black + Friends ARG in different roles. She shares how her intersectional identity shapes her involvement with DE+I initiatives at work, and why she wants to continue her leadership journey at Danaher:



“Having opportunities and groups like the ARGs makes me feel like I fit in, and I can say what I want. And I love learning about other cultures and celebrating the heritage months—I’ve been asked to share my own story. All of this creates connections and gets people talking, and it’s also important to let people know the environment is safe and that they’re able to speak up when it matters.”

Binal Patel
Data and Business Analyst at ChemTreat



“I think a big part of why I’ve felt comfortable pivoting to different OpCos, and why I want to stay with Danaher as a whole, is because I feel accepted here with our ARGs. Especially with my intersectionalities—I’m part of Latinx +Friends, Women +Friends, Black +Friends—I appreciate the ability to call out my different experiences and feel like I belong in all aspects of my identity. DE+I isn’t just checking a box at Danaher. Our leadership really wants to learn and offer support.”

Nina McLendon
Regional Marketing Manager – Americas, Pall

More than 90% of our 81,000 associates participated in our 2022 Day of Understanding event focused on Neurodiversity

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



“One of the top benefits for me was the opportunity to learn and be exposed to life experiences I did not have in my usual circles, providing a safe, supportive, and understanding learning environment that is also structured. This helped me see and understand my filters and unconscious bias.”

Jeff Ryberg
VP, Chief Safety and Regulatory Assurance Officer, Danaher

Our annual *Day of Understanding* (DoU) is another key tool Danaher people leaders use to engage their teams in meaningful discussions around DE+I and our culture. The DoU event was originally created by CEO Action for Diversity & Inclusion™, which brings together CEOs and presidents across more than 2,400 U.S. organizations to lead open dialogue and inspire change. DoU stimulates opportunities for addressing potential bias in the workplace and fostering a culture of inclusion and understanding. More than 90% of our 81,000 associates participated in our 2022 DoU event, focused on Persons with Disabilities, specifically Neurodiversity. Our 2023 DoU will build on this topic by focusing on visual and audio impairments and mobility. Based on survey feedback, the event touched many of our associates and people leaders and encouraged profound dialogue and learning about this important topic.



“When I first joined Danaher, HR asked what kind of accommodations I would need. I was able to say, ‘None’ because the environment, resources, and culture at Danaher meant I was already set up with what I needed for success. Danaher’s Day of Understanding and commitment to DE+I ensure we do not leave people, talent, ideas or innovation behind.”

Julia Spoerry
Commercial Excellence Manager, Radiometer

We Can Go As Far As Our Ambition Will Take Us

Joining Danaher opens the door to more than 20 global operating companies making a positive impact on different aspects of life around the world.

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

Talent Recruitment

Attracting high-performing, diverse talent is a key strategic priority for all our businesses globally. In 2022, we hired more than 13,000 new associates. We have invested in comprehensive talent acquisition capabilities across all levels of recruitment including robust branding, labor market analytics, advanced sourcing, leading technology and streamlined processes. Our employer brand campaign, *Wonder What's Within*, invites potential candidates to learn more about Danaher and its operating companies through real associate stories, sharing what it's like to work within our organization and what it takes to succeed here.

41% of 2022 global new hires were **WOMEN**

71% of 2022 U.S. new hires were **DIVERSE***

* Women and/or people of color

Internal Fill Rate

Internal career mobility is a top priority for our leadership team. Our Internal Fill Rate (IFR) metric tracks how well we are developing and retaining talent and is one of our eight Core Value Drivers (CVD)—the highest-level metrics reported to Danaher’s executive team. Our internal *Danaher Go* policy and program reinforces this commitment by encouraging associates to pursue intra-Danaher career moves and ensuring they receive the necessary support from their manager and senior leadership.

Gen Izutsu joined Danaher in 2014 as an MBA Summer Associate. He has since risen to Vice President, DBS at Trojan Technologies and had a chance to work across a number of operating companies throughout his career:



“If you are tied to one company, it could potentially take years for the right role to open up to support your career aspirations. But with *Danaher Go* you are not limited to your current operating company; you have a much bigger world of opportunities while allowing you to stay within the same larger organization. This allows associates to really be in the driver’s seat in terms of their development and career path, which is important for engagement.”

Gen Izutsu

Vice President, DBS at Trojan Technologies

Danaher associates at a Latinx + Friends ARG event





Mammutome sales team
The Best Team Wins

Developing the Best People Leaders

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

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

Susan Surber at Danaher believes DBS is a key ingredient to our associates' development and success.



“At every level, the expectation is that people are developing as leaders. DBS is the most certain way to grow in your career. Not everyone gets it right away, but with patience and persistence DBS will show its value.”

Susan Surber
VP, DBS, HR at Danaher

In 2022, our **DIRECT SUPERVISOR EFFECTIVENESS** Engagement Survey score was **82%**

A Deliberate Approach to Professional Development

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

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

Development Assessments, like 360° reviews or DiSC behavioral assessment tools, provide associates with objective insight to better understand their own strengths and development areas. This, in turn, ensures more meaningful and intentional development plans.

Our *Danaher Go* internal mobility program encourages people leaders to proactively suggest other opportunities within Danaher to their associates and look internally first for Danaher-ready talent. We want to fill our open roles with our own exceptional talent.

Symone Kumar at Hach is part of our *General Manager Development Program (GMDP)*:



“As a GMDP, I’ve had the opportunity to work on strategic initiatives that have a direct impact on the business. Through GMDP events and career forums, I have access to senior leadership in the form of current and graduated GMDPs. The level of support for my career growth, as well as the network that is behind it, continues to motivate me as I pursue my long-term career vision.”

Symone Kumar
Product Manager, Marketing at Hach





Talent Planning

The development of current and future leaders is critical to Danaher’s success. Talent Planning is comprised of practical tools and processes that provide a framework for our people leaders and HR teams to ensure we proactively plan for and retain top talent. In 2022, with the support of several DBS tools, we launched the new *Pipeline Growth Process* to build a strong diverse pipeline of talent for our most senior and critical roles. Dedicated “pipeline owners” are accountable for building the pipeline and developing the talent within.

While the *Pipeline Growth Process* focuses on a specific segment of talent, developing careers and successors at all levels of the organization continues to be our priority. One such process that’s foundational to career development at Danaher is *Talent Assessments*. Career conversations are at the heart of this process, to help leaders understand their associates’ career goals and proactively identify and develop those who can take on roles of greater responsibility and scope aligned to their aspirations and our business needs.

For Maria Fagerberg at HemoCue, the supportive leaders she has met along the way are a key reason she has stayed with Danaher for 18 years and counting.



“When I was new to HemoCue, my leader asked when I wanted a role like hers. I did want it, but I didn’t think I could say that! She encouraged me to go for it, and she helped prepare me for when that opportunity came. That’s something I try to do for my associates—encourage them to articulate where they see themselves, now and in the future, and then coach them toward that and work together on a plan to make it happen.”

Maria Fagerberg
Senior Director RA/QA, HemoCue



Protecting Our Environment

Turning Commitment Into Action with DBS	38
Reducing Our GHG Emissions	39
Addressing Climate Risks and Opportunities	41
Promoting Water Stewardship	42





PROTECTING OUR ENVIRONMENT

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

While many companies share a similar commitment, what sets Danaher apart is our ability to deploy the Danaher Business System to turn our commitment into action.

Every day around the world, at all levels of our organization, our teams are leveraging the full breadth of DBS to reduce the environmental impact of our operations and products. This includes the foundational tools and processes known as the *DBS Fundamentals*—which are applicable to every associate and business function—as well as domain-specific tools we have developed with the DBS Office focused on reducing our 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

In 2022, we announced a new and more ambitious goal to reduce Danaher’s Scope 1 and 2 greenhouse gas (GHG) emissions by 50.4% on an absolute basis by 2032 (compared to a baseline year of 2021). With the *DBS Energy Management Toolkit* as our foundation, we are developing a suite of domain-specific DBS tools and processes to drive efficient progress toward this goal.

50.4% **REDUCTION IN SCOPE 1 AND 2 GHG EMISSIONS BY 2032**

Decarbonization Roadmap

We are developing a strategic roadmap to break down our 2032 emissions reduction goal into short and intermediary time periods, with actionable tasks specific to each of our operating companies, business functions and geographies. The roadmap will help our teams identify and prioritize the “reduction levers” that can be applied (e.g., electrification and alternative fuels, renewable energy procurement, fleet conversion and operational efficiency), taking into account availability, effectiveness and net cost. We also expect to develop and incorporate a tool to assess the decarbonization opportunities and costs of businesses we acquire.

The decarbonization roadmap will strive to leverage Danaher’s scale as well as our decentralized operating model—maximizing potential cost efficiencies while factoring in each operating company’s particular circumstances. Our goal is a strategic, tailored approach that enables us to pursue our emissions reduction goal in a sustainable, cost-effective way.

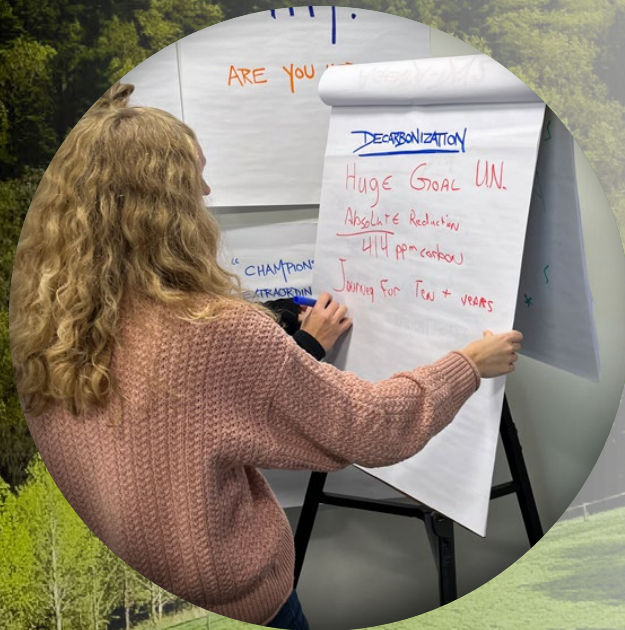
DBS Toolkits

Click to learn more:

DBS ENERGY MANAGEMENT

DBS WASTE MINIMIZATION





Decarbonization Model Cell

Operational efficiency will be a key reduction lever for our Scope 1 GHG emissions, and we are turning to the decades-old DBS concept of a “model cell” to develop and standardize our approach.

With its roots in manufacturing, a model cell approach focuses improvement efforts on one specific area, applying a variety of DBS tools and processes including *Problem Solving*, *Standard Work* and *Daily Management*. The result is a new, standardized process that can be sustainably replicated across the enterprise.

We selected IDT’s Coralville, Iowa site to be our decarbonization model cell and kicked it off with a *kaizen* event in late 2022. Through this process, we developed a new *Decarbonization Playbook* and *Toolkit* that will be leveraged across the organization:

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

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

We further refined the tools developed through this model cell in early 2023 at Cytiva’s Pensacola, Florida site. We plan to begin deploying these decarbonization tools more broadly across Danaher in the second half of 2023. As more Danaher sites apply the tools, we expect to incorporate learnings and best practices to continuously improve and expand these resources.

Addressing Climate Risks and Opportunities

Following a 2022 pilot program, this year Danaher is globally deploying* a management program to identify, assess and manage climate risks and opportunities based on elements of the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

The deployment is leveraging a variety of *DBS Fundamentals*, including *Standard Work* and *Voice of Customer*, as well as *Action Planning* and *Change Management* tools. The management program includes the following elements:

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

The climate-related management program requires each operating company to identify (and score the severity, probability and velocity of) each key climate-related risk, over short-medium- and long-term time horizons.

- 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 the proposed countermeasures; and
 - identify (and quantify if feasible) the net, anticipated business and financial impact of 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, as appropriate, management's plan to capitalize on such opportunity and describe (and quantify if feasible) the anticipated business and financial impacts.

Per the TCFD recommendations to disclose metrics and targets used to assess and manage climate-related risks, we disclose our Scope 1 and 2 GHG emissions and reduction goal in this report.

Per the TCFD recommendations relating to governance, the results of the program will be presented annually to the Danaher Sustainability Committee and to the Audit Committee of Danaher's Board of Directors, which has oversight responsibility with respect to climate change risk.

Danaher anticipates reporting on any key impacts to our businesses, strategy, and financial planning identified as a result of this process beginning with our 2024 sustainability report. For a summary of high-level climate-related risks and opportunities Danaher has previously identified, [please refer to the TCFD Index](#) in the back of this report.

Our strategic review of the topic of GHG emissions continues in 2023, including a review of the topic of Scope 3 GHG emissions.

* Veralto is only deploying the program on a limited, pilot basis in 2023



Promoting Water Stewardship

Quality freshwater is crucial to the success of our operations, and we also recognize that water is essential in protecting environmental and human health in our local communities.

Given our dependence on water access and our impact on water resources in the areas where we operate, in 2023 we deployed the *DBS Water Stewardship Tool* to support good water management and the sustainability of freshwater resources.

The tool was developed and piloted over multiple years and across ten kaizen events, to ensure the process is replicable and scalable across our operating companies and geographies. During development and testing of the tool, our teams identified 120,000 cubic meters of water reduction opportunities.

The *Water Stewardship Tool* guides facility-level teams in:

- evaluating current-state water consumption and risk;
- identifying, prioritizing and implementing measures that improve water use efficiency and optimize re-use and recycling; and
- developing and implementing a comprehensive water stewardship strategy.

Application of the tool is intended to facilitate a business-focused understanding and mitigation of water-related market, reputational and operational risks. In future reports, we look forward to providing updates on the use of the *DBS Water Stewardship Tool* and its impact on our business.

Our Operating Companies Lead the Way

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



EXTENDED CONTENT

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

Our Story

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

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

Starting in the mid-1990s, Danaher organized its businesses around strategic platforms with sustainable competitive advantages in sizeable global markets. Over the subsequent decades, Danaher established leadership positions in the sectors that define it today.

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

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

Our Businesses

Biotechnology

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

Life Sciences

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

Diagnostics

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

Environmental & Applied Solutions

From innovative consumer packaging to drinking water purification, our Environmental & Applied Solutions (EAS) businesses help protect precious resources and keep our global food and water supplies safe. EAS is comprised of two platforms: Water Quality and Product Identification. We plan to separate our EAS segment, to be known as Veralto, into a stand-alone, publicly-traded company in the fourth quarter of 2023.

Water Quality

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

Product Identification

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

Sustainability at Danaher

Sustainability Mission Statement

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

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

What is sustainability?

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

Why do we practice it?

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

How do we achieve it?

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

Where do we make an impact?

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

Sustainability Oversight

At the Board level, Danaher's Nominating and Governance Committee oversees our sustainability program as set forth in the committee's charter (except for climate risk, which is overseen by the Audit Committee).

Each of the Board of Directors and the Board's Nominating and Governance Committee reviews our sustainability program at least annually.

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

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

Stakeholder Engagement Program

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

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

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

Engaging with a broad range of stakeholder groups: In a global business such as Danaher's, with sales, operations and customers in dozens of countries, our impact is broad. We therefore engage with a range of different stakeholders through our periodic prioritization assessments and in other contexts. For example, during 2022, in addition to our traditional investor relations outreach efforts, we directly engaged with shareholders representing approximately 25% of our outstanding common shares on a range of sustainability topics. Our investor relations efforts have been recognized with numerous awards over the years, including those noted on the following page.

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

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

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

Investor Relations at Danaher

RECENT RECOGNITION FOR DANAHER'S INVESTOR RELATIONS TEAM



magazine

IR MAGAZINE AWARDS

- Best Corporate Governance (U.S.): 2014, 2015, 2018, 2021
- Best Investor Relations Program in Healthcare (U.S.): 2016, 2017, 2018, 2019, 2022, 2023
- Best Investor Relations Program in Healthcare (Global): 2018, 2019
- Best Overall Investor Relations Program (U.S.): 2018
- Best Investor Relations Officer (U.S.): 2021, 2022
- Best Investor Relations by a Senior Management Team (Large Cap): 2023

Institutional Investor

INSTITUTIONAL INVESTOR AWARDS

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

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

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

Building the Best Team

Please refer to the earlier Building the Best Team section for an overview of our human capital strategy. For more detail please see pages 10-12 of our Annual Report on Form 10-K for the year ending December 31, 2022.

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

Talent Recruitment

University Recruitment

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

Diverse Talent Attraction

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



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

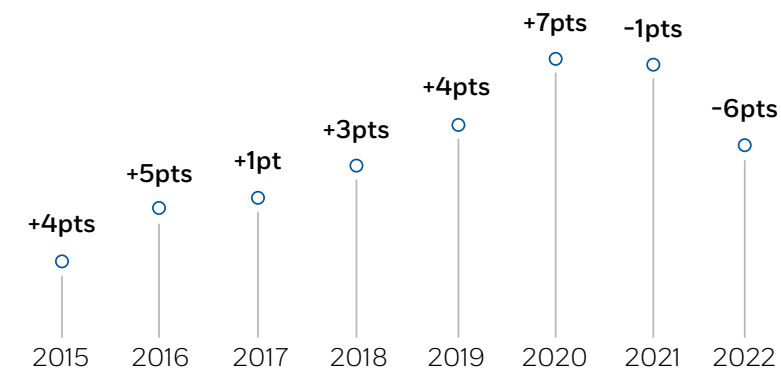
Associate Engagement

Our Associates’ Voices Matter

Associate engagement is a foundational priority for Danaher. Effective engagement drives higher performance at every level of the organization and helps us develop the best people leaders and foster the best workplace for our associates. We assess the effectiveness of our efforts primarily through our annual Associate Engagement Survey and our voluntary turnover rate.

Our 2022 engagement score was 72%, with 89% of our associates globally taking part in the survey. Our people leaders’ direct supervisor effectiveness score was 82%. Danaher’s engagement scores meaningfully outperformed global peer benchmarks throughout the COVID-19 pandemic, reflecting the robust response, resources and support provided to our associates. Our level of associate engagement today is in-line with global peer benchmarks.

ANNUAL ENGAGEMENT INDEX CHANGE



Wellness

The COVID-19 pandemic reinforced our focus on associates' wellbeing. Throughout 2022 we continued to expand the scope and range of Danaher's health and wellness benefits to provide strong financial and wellbeing support for our associates, including the following:

Tailoring Benefits to Our Associates' Needs

Our goal is to best meet our associates' needs and create an environment where they feel like they belong as their authentic selves. An example of our efforts toward this goal is our new LGBTQ+ Friends Danaher Benefits Guide that outlines the unique ways Danaher's benefits support our LGBTQ+ community and families.

Strengthening Financial Wellbeing

Through Fidelity, Danaher now offers access to a Planning Summary tool that allows associates to track all their accounts in one place to gain a better understanding of their financial health. Specific financial goals (such as an emergency fund, long-term savings, or buying a home) can be entered and tracked to ensure associates stay on target.

World Mental Health Day Event

In recognition of World Mental Health Day in 2022, we offered educational webinars featuring mental health experts. The speakers provided practical information and tools on how to navigate the mental health journey and support others.

New Virtual Healthcare Options

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

Family-Friendly Benefits and Parental Leave

Danaher's paid parental leave policy offers new parents in the U.S. and U.S. expatriates eight weeks of 100% paid leave within the first year of a child's birth, adoption or foster care placement. Our policy includes surrogacy reimbursement support up to \$10,000—the same amount provided for adoptions. In the U.S., Canada and Puerto Rico (and for some of our operating companies, globally) we offer Maven Clinic, which offers around-the-clock support for every step of parenthood—from fertility treatments and

adoption to parental leave and return to work, breast milk shipping and mental health support. In 2022, we saw a 145% increase in Maven program activations, outperforming industry benchmarks.

Danaher Scholarship Program

The Danaher Scholarship Program helps reduce the financial burden of higher education costs for Danaher families. In 2022, we helped fund the academic pursuits of 77 of our associates' children at colleges and universities around the globe. The recipients were selected based on academic record, demonstrated leadership, participation in school and community activities, honors, work experience and a statement of goals and aspirations. Since its inception in 2004, the Danaher Scholarship Program has awarded more than \$3.8 million in scholarships to support the development, growth and potential of our next generation.

Diversity, Equity + Inclusion

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

Form EEO-1

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

DE+I Commitment

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

Enterprise Accountability

- Danaher’s Office of Diversity, Equity + Inclusion (DE+I) is led by our Vice President of Global Diversity, Equity + Inclusion, who is responsible for the execution of Danaher’s DE+I strategy and reports to Danaher’s Senior Vice President of Human Resources. Both leaders serve on the Danaher DE+I Council along with executives who lead our businesses. The DE+I Council reports to our President and CEO and is responsible for:
 - Overseeing Danaher’s DE+I strategic direction
 - Creating DE+I accountability measures, including performance and development objectives
 - Operationalizing DE+I initiatives and programming across all our operating companies

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

Operating Company Accountability

While we have made tremendous progress across our DE+I efforts over the last few years, we feel a sense of urgency to accelerate our work on this front. Across Danaher, when we reach for bold objectives we care deeply about, we turn to a DBS tool called *Policy Deployment* (PD). Starting in 2021 and continuing through 2023, each of our operating companies has had an annual PD initiative focused on DE+I. PD helps our operating companies determine their critical few improvement priorities and achieve strategic breakthroughs through the implementation of new, sustainable processes. PD’s rigorous “plan-do-check-adjust” approach is helping us increase the pace and traction toward our DE+I goals, as evidenced by the metrics shown in the Data Summary at the end of this report.

Leadership Commitment to DE+I

As we continue to mature and evolve in our DE+I journey across Danaher, we are particularly focused on people leader accountability. In 2023, for the fourth year in a row, Danaher is requiring each people leader (including each executive officer) to have a DE+I-related personal performance or development objective

as part of our annual review process, *Performance for Growth* (P4G). Ensuring our leaders understand the importance of DE+I, model an inclusive culture through their own behaviors and cultivate opportunities for their teams to learn and engage is critical in advancing our DE+I goals.

Pay Equity

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

Since 2020, we have maintained pay equity (i.e., a pay difference of 99-100%), with respect to base pay and short-term incentive compensation, for women and for racial and ethnic minorities in the U.S. (based on multi-variable regression analysis). In 2022, we expanded our base pay analysis to cover approximately 95% of our global associates across 24 countries. Even with this expanded scope, in 2022 we achieved base pay equity for women based on both weighted mean and median pay metrics.

Recent Recognition

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



Associate Resource Groups

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

Danaher ARGs & Their Missions

ASIAN DESCENT +FRIENDS (US & CANADA)

To create a community that embraces the unique experiences of Asian Descent associates and empowers them to achieve their professional aspirations while being their authentic selves.

BLACK +FRIENDS (US & CANADA)

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

LATINX +FRIENDS (US & CANADA)

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

LGBTQ +FRIENDS (US & CANADA)

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

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

To establish an inclusive culture in which those who identify as a woman believe they can be their authentic selves and feel supported to achieve their aspirations at Danaher.

2022 ARG Program Highlights

ASIAN DESCENT +FRIENDS (US & CANADA)

Hosted the ARG’s second IDEA Summit, centered around the principles of helping associates discover and validate their identity, build skills for development, and build confidence towards empowerment to achieve personal and career advancement.

BLACK +FRIENDS (US & CANADA)

Hosted a virtual Black Leadership Summit for senior leaders focused on reigniting one’s purpose to take risks, drive change, and be your most authentic self.

LGBTQ +FRIENDS (US & CANADA)

Hosted the ARG’s first in-person summit in Washington, DC in June 2022, where over 100 associates and leaders came together to “Dare2B” their authentic selves and marched together with friends and family in the DC Pride Parade.

WOMEN +FRIENDS (CHINA)

Hosted a two-day women’s event that provided participants with unique learning and networking opportunities, improving their leadership visibility, promoting cross-operating company collaboration, and developing their understanding of intrapreneurship, innovation and teamwork spirit.

WOMEN +FRIENDS (EUROPE)

Organized a “Brand U” workshop during which more than 1,000 associates learned about personal branding and how to advance their career, while being their authentic selves.

WOMEN +FRIENDS (US & CANADA)

Provided career coaching to over 2,500 female associates in 2022 through virtual fairs, career journey mapping events, small group facilitated events, personal branding workshops, and one-on-one professional career coaching. Also celebrated key observances with community events throughout the year, including a leadership fireside chat on International Women’s Day, and a steps challenge during breast cancer awareness month.

Learning & Development

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

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

Motivating and Rewarding Performance

Performance for Growth (P4G)

P4G is our annual performance management program. P4G guides associates and their managers in setting clear personal performance and development objectives aligned to our strategic priorities and assessing associate performance against these goals. This required annual process helps our people leaders establish an effective plan for their associates, accurately assess associate performance, provide actionable and ongoing feedback and recognize and reward exceptional work.

The P4G annual reviews are structured around performance assessments against formal, annual objectives as well as our four Core Behaviors, which are a set of standards and behaviors that Danaher associates are expected to aspire to and are assessed against. The P4G performance appraisal rating system determines each associate's salary merit increase for the following year (and bonus payout for bonus-eligible associates). Our P4G process encompasses all Danaher associates (with limited exceptions at certain operating companies due to regional differences and commercial bargaining agreements).

Compensation

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

Our Executive Compensation Program is designed to reward executive officers who achieve annual business goals, build long-term shareholder value and maintain long-term careers with Danaher. Our program's emphasis on long-term equity awards – tied closely to shareholder returns and subject to significant vesting and holding periods – has been fundamental in attracting skilled executives, encouraging them to build long-term careers with Danaher, and motivating them to achieve sustainable operating and financial performance through a range of economic cycles. We provide our shareholders an opportunity to cast an annual advisory vote with respect to the compensation of our Named Executive Officers, as disclosed in our annual proxy statement (the "say on pay" proposal). At Danaher's annual meeting of shareholders in May 2023, approximately 95% of the votes cast supported the "say on pay" proposal.

Collective Bargaining

Of Danaher's U.S. associates, approximately 400 were hourly-rated, unionized associates at the end of 2022. Outside the U.S., the company has government-mandated collective bargaining arrangements and union contracts in certain countries, particularly in Europe where many associates are represented by unions and/or Works Councils. As set forth in Danaher's Sustainability Policy, our businesses are required to respect each associate's legal rights to make an informed decision, free of coercion, about membership in associations and/or labor unions, are required to bargain in good faith with these associations and labor unions and are prohibited from discriminating against workers' representatives.

Community Impact

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

Danaher's total community investment for 2022 exceeded \$18 million, funding more than 70 nonprofits around the world. Our community impact strategy relies on a targeted approach to community investment. Here we outline our areas of investment and highlight just a few of the impressive nonprofits that received a 2022 Danaher grant:

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

Our partner Achievement Rewards for College Scientists, or ARCS, supports academically outstanding students completing degrees across STEM fields. As part of our 2023 partnership, we're proud to support the work of Georgetown University PhD candidate Micaila Curtis as she develops 2D and 3D models from pancreatic tumor cells. This innovation will help provide insights into possible pathways for cancer therapy.

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

Our partner Seeding Labs provides high-quality laboratory equipment to universities and research institutions in developing countries to increase hands-on practical training for undergraduate and graduate students. They work to remove barriers to scientific discovery for talented researchers in developing countries and foster scientific innovation.

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

Through our partnerships with the National Environmental Education Foundation (NEEF) and Earth Day Network, we highlight our commitment to biodiversity and our goal to improve the health of the environment by protecting critical habitats through conservation, restoration and STEM education.

Disaster Relief & Resiliency focuses on providing support when disasters occur in communities around the world and investing in innovative ways to mitigate these crises. For example, in 2022 we contributed to Global Giving, International Rescue Committee and Save the Children to provide food, water, shelter and medical care to meet the needs of Ukrainian refugees.

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

Making a Difference in Our Communities

UN Sustainable Development Goal	% of 2022 Funding
Goal 3: Good Health and Well-Being	>30%
Goal 4: Quality Education	>20%
Goal 6: Clean Water and Sanitization	>5%
Goal 10: Reduced Inequalities	>5%
Goal 12: Responsible Consumption and Production	>5%
Goal 1, 2, 5, 8, 9, 11, 13, 14, 15, 16, 17	<5% each

Note: the above UN SDG allocations are based on self-reporting by Danaher grantees.

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

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

Team Grants In 2022, team volunteerism and team grants were introduced to associates in the U.S. and Canada. Associate teams, working together on an organized activity with a nonprofit partner, can earn a grant of \$500 per event for charity.

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

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

In 2022, team volunteerism and team grants were introduced to associates in the U.S. and Canada. Throughout 2023, gift matching and *Donations for Doers* are being expanded to all associates worldwide.

Read our complete Community Impact Statement [here](#).

Human Rights

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

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

Danaher's commitment to human rights is guided by the principles set forth in U.S. laws governing human rights, as well as in the following international standards:

- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- International Labor Organization's (ILO's) Declaration on Fundamental Principles and Rights at Work
- ILO Convention Nos. 87 (Freedom of Association and Protection of the Right to Organise), 98 (Right to Organise and Collective Bargaining) and 135 (Workers' Representatives)
- ILO Convention Concerning Discrimination in Respect of Employment and Occupation

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

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

OPERATIONS

We expect each Danaher associate to act lawfully toward other associates, colleagues, business partners and those in our local communities. We do not tolerate the abuse of human rights in our operations. Each year, all associates in administrative, business, technical, professional, management and executive career

categories are required to certify their understanding of the Code of Conduct and all its requirements, including the Code requirements relating to human rights. In addition, associates in our procurement function participate in annual human rights training.

SUPPLY CHAIN

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

COMMUNITIES

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

Our commitment to human rights also spans a range of topical areas:

FAIR LABOR PRACTICES

All Danaher employment practices are required to comply with all applicable laws and regulations, including those concerning hours, compensation, opportunity and working conditions.

CHILD LABOR

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

FORCED LABOR AND HUMAN TRAFFICKING

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

SAFE AND HEALTHY WORK ENVIRONMENT

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

NON-DISCRIMINATION AND ANTI-HARASSMENT

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

PRIVACY

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

ACCESS TO HEALTHCARE; PRODUCT QUALITY; PRICING

Access to healthcare, including access to innovative medical devices and other technologies, is a critically important focus for the global health community and our company. At Danaher, we believe one of the most significant opportunities we have is to improve access to healthcare, and that our critical contribution lies in continuing to invest in products and solutions that support the discovery and development of lifesaving treatments to address the world's most intractable health challenges. In 2022, we invested approximately \$1.7 billion in research and development, and in the section [Innovating Products That Improve Lives and Our Planet](#) in this report we highlight a number of inspiring breakthrough solutions.

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

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

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

Protecting Our Environment

Please refer to the earlier Environment section for an overview of our strategy for Protecting Our Environment.

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

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

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

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

Policies

We articulate our EHS expectations through the following policies:

CODE OF CONDUCT

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

ENVIRONMENT, HEALTH AND SAFETY POLICY (EHS POLICY)

Specifically addresses compliance with applicable EHS laws, personal accountability, 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.

SUSTAINABILITY POLICY

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

SUPPLIER CODE OF CONDUCT AND SUSTAINABLE SUPPLY CHAIN POLICY

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

KPIs and Goals

To drive accountability and continuous improvement, we have established goals designed to achieve meaningful improvement in our EHS performance and reduce our impact on the environment. We also track a range of EHS-related KPIs to measure the effectiveness of our program and quantify our progress. These are provided in the [Data Summary](#) at the end of this report.

EHS Management Programs

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

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

- **Envision** Collect and analyze data relating to electricity and natural gas usage, air line leaks, insulation and fuel types. Establish long-term and short-term reduction goals. Establish clear roles and responsibilities.
- **Investigate** Go to *gemba*—the physical location where work gets done—to identify and map all systems, processes and pieces of equipment that use electricity, natural gas, other forms of fuel or air, or contain insulation. Use the guidelines and checklists in the Toolkit to identify and prioritize opportunities for improvement and develop an action plan.
- **Implement** Systematically execute the action plan. Measure the impact and track results.
- **Sustain** Monitor performance at regular intervals, keep stakeholders engaged and add new opportunities for impact to the action plan.

For details regarding how the Energy Management Toolkit is incorporated into our *Decarbonization Model Cell*, please [click here](#).

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

For details regarding the *DBS Water Stewardship Toolkit*, please [click here](#).

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

Other EHS Management Tools

A number of our sites also adhere to globally recognized EHS management systems, including ISO 14001 (environmental), ISO 45001 (health and safety) and ISO 50001 (energy management). Data regarding our sites that adhere to these standards is set forth in the [Data Summary](#) at the end of this report.

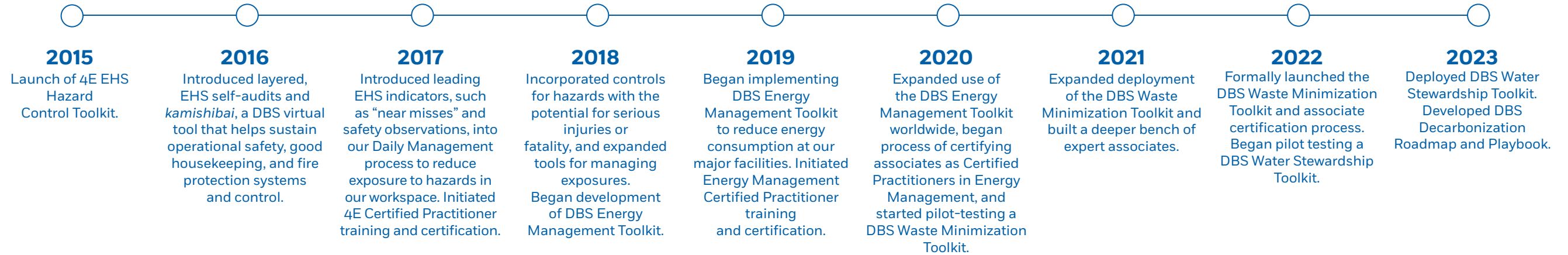
EHS Risk Assessment

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

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

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

In 2022, Pall Industrial's Tsukuba, Japan site won the "EHS Best Plant" award.



EHS Audit Program

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

EHS Training, Education and Best Practice Sharing

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

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

EHS Information Management System

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

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

Our Operating Companies Lead the Way

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

Energy

In 2022, 12% of the electricity consumed by our **Life Sciences** segment was generated from renewable sources, supported by procuring “green” electricity from suppliers and installing on-site solar panels.

- **Pall** continues to lead the way in reducing carbon emissions, achieving a 9% absolute reduction of CO₂ emissions in 2022 compared to 2021. The team conducted seven DBS Energy Management *kaizens* and identified dozens of opportunities that, in aggregate, can reduce over 10,000 metric tons of CO₂ emissions across its sites:
 - *Pall Bad Kreuznach, Germany* installed new boilers and motors and heat and steam condensate recovery systems. Coupled with renewable electricity procurement from the grid, the site achieved a 34% absolute reduction in CO₂ emissions in 2022 compared to 2021.
 - *Pall Crailsheim, Germany* undertook capital replacements to improve energy efficiency in ovens and dryers. These improvements, combined with renewable electricity procurement, helped the site achieve a 42% absolute reduction in CO₂ emissions in 2022 compared to 2021.
 - While procuring renewable electricity, *Pall Redruth, U.K.* has undertaken an “electrification” effort to move from natural gas-powered heating to electric heating. This effort drove a 44% reduction in absolute Scope 1 CO₂ emissions in 2022 compared to 2021.

Waste

Collectively, our **Life Sciences** businesses have reduced non-hazardous waste sent to landfill by 32% compared to the 2019 baseline of Danaher’s five-year waste reduction goal.

- Using the DBS Waste Minimization toolkit and its Plan, Do, Check, Act methodology, **SCIEX** identified opportunities to reduce landfill waste and achieved a 75% reduction in 2022 compared to 2019.
- **Molecular Devices** has reduced total non-hazardous waste by 25% and landfill waste by 55% since 2019 by optimizing internal shipments, moving to in-region manufacturing models and utilizing hybrid schedules that reduce office trash.

- **Pall** held five *DBS Waste Minimization kaizens* in 2022 and reduced the percentage of non-hazardous waste sent to landfill by 24% compared to 2019, primarily through onsite collaboration with approved waste vendors. The Redruth team also procured and installed coolant recycling machines and this “model cell” is being deployed across other Pall sites.

In 2022, 55% of total waste produced by **Mammotome’s** manufacturing site was recycled and/or sent to co-processing treatment. A percentage of materials that cannot be recycled are co-processed and developed into energy, transforming more than 15,000 pounds of waste per year into fuel used to produce cement for future infrastructure.

Water

Cytiva’s Singapore site completed a *Water Stewardship kaizen* in 2022, tracking water sources and consumption rates, identifying corrective actions and mapping out a long-term site action plan. Since then, the team reduced water consumption by 9% and received a water credit back from their local water agency.

Leica Microsystems has reduced water consumption by 22% since 2019. Teams creatively use 4E methodology on off shifts, nicknamed “nightshift@gemba,” to identify audible and visible waste. They spot and fix leaks, troubleshoot inefficient operation of systems, and highlight opportunities for high efficiency upgrades.

Foundational Elements

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

Ethics and Compliance at Danaher

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

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

The Danaher Corporate Ethics and Compliance Function

A central, robust corporate ethics and compliance function reinforces our commitment to integrity. Danaher's ethics and compliance program is led by our Vice President, Chief Ethics and Compliance Officer (CECO), who is responsible for developing, implementing, and maintaining Danaher's ethics and compliance program. The CECO reports directly to Danaher's Senior Vice President and General Counsel. Our centralized ethics and compliance function is supported by compliance leaders and teams embedded within Danaher's businesses. The leadership of each of Danaher's business platforms and of Danaher's geographic regions conduct regular compliance reviews with their respective senior management teams to stay informed and track progress on key compliance priorities and KPIs.

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

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

The Danaher Code of Conduct

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

Reporting Concerns

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

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

Danaher's corporate ethics and compliance function tracks and oversees all reported concerns from investigation to resolution. In 2022, we received and investigated over 1,200 reports. Where appropriate we took disciplinary action, including coaching, changes in job responsibilities or title, discussion in performance reviews, adverse impact on paid incentive compensation and/or termination of employment. Associate trust in the *Speak Up!* program is fundamental to our compliance program. We track two key metrics to measure the level of trust that our associates have in the program:

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

To the extent we identify a sustained and significant deviation from either of these indicators, either at the

Danaher level or in specific associate groups, we use DBS tools (particularly the *Problem Solving Process*) as appropriate to develop and implement countermeasures.

Corporate Internal Audit Support

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

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

Business Ethics

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

Measuring Associates' Ethics and Compliance Performance

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

Assessing Associate Trust in the Ethics and Compliance Culture

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

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

Empowering Associates Through Ethics and Compliance Training

Each year, all full-time and part-time associates in administrative, business, technical, professional, management and executive career categories (the online training job categories) are required to take Code of Conduct training. In addition, in most countries where we operate, we require associates to certify that they have complied with the Code of Conduct. Code of Conduct training is also provided when associates join Danaher as new hires or through acquisitions, and live Code of Conduct training is provided in certain cases for our shop floor and manufacturing associates. In addition, associates are assigned training on various, specific ethics and compliance topics as part of the *Danaher Annual Training Program*. This program helps all associates understand their obligations under the law, the expectation to act ethically and how to manage the risks inherent in their job function. In 2022, the *Annual Training Program* included the following training courses applicable to associates in the online training job categories (specific courses assigned are based on the associate’s role and level):

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

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

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

Countering Bribery and Corruption

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

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

ANTI-CORRUPTION POLICY

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

GIFTS & ENTERTAINMENT POLICY

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

CUSTOMER TRIP AND ENTERTAINMENT POLICY AND PROCEDURE

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

GLOBAL POLICY ON GIFTS, ENTERTAINMENT AND OTHER INTERACTIONS WITH HEALTHCARE PROFESSIONALS

Danaher companies that serve the healthcare industry must ensure that their interactions with healthcare professionals are always consistent with the highest levels of business integrity. Danaher associates must never interact with healthcare professionals in such a way as to interfere with their independent medical judgment; or engage in conduct that could reasonably be interpreted as an improper effort to induce a healthcare professional to purchase, lease, use or recommend Danaher company products and services.

DANAHER ANTI-BRIBERY AND CORRUPTION RISK ASSESSMENT

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

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

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

CHANNEL PARTNER MANAGEMENT

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

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

Competition and Trade Compliance

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

ANTITRUST

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

IMPORT AND EXPORT

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

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

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

Medical Device Product Quality

Regulatory Framework; Danaher Risk Profile

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

As of December 31, 2022, Danaher's subsidiaries had 151 global sites that manufacture and/or design products. Of these sites, 54 are registered with the FDA and the remaining 97 sites do not manufacture or design medical products and are not registered with the FDA. Of the 54 FDA-registered sites, 49 also hold current ISO 13485 certifications (which includes 100% of sites that are required to be ISO 13485 certified as a result of the geographies where they distribute medical products) and 33 also participate in the MDSAP. 103 of our manufacturing and/or design sites are also certified to ISO 9001 Quality Management Systems Requirements.

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

The FDA's risk classification of our medical devices illustrates that with few exceptions, our medical devices are classified as low or medium risk. The [Data Summary](#) attached to this report categorizes the FDA-registered sites of Danaher's subsidiaries as of December 31, 2022 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 devices we make and sell strictly comply with all applicable laws, rules, and regulations. To help ensure compliance, we deploy common Quality Management Systems (QMS) standards and controls across our medical device operating companies to drive the safety and effectiveness of these products and services. Below are highlights of these standards and controls.

REGULATORY, QUALITY AND CLINICAL AFFAIRS KPIS

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

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

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

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

CORPORATE AUDIT PROGRAMS

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

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

ANNUAL COMPLIANCE TRAINING

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

MEMBERSHIP IN EXTERNAL ASSOCIATIONS/PARTNERSHIPS

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

PRODUCT SAFETY POLICY

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

Regulatory Inspections

As a medical device manufacturer, our manufacturing facilities are subject to inspection on a routine basis by the FDA and by similar regulatory agencies in other countries. The FDA and independent certification organizations designated by non-U.S. regulatory authorities audit or inspect Danaher registered medical device sites using a risk-based process, taking into account the risk profile of the products manufactured by the site. In connection with an inspection, the FDA may issue Form 483 Inspectional Observations, Warning Letters, and/or consent decrees, which list conditions or practices that may indicate a violation of the FDA's requirements. Danaher's goal each year (including 2023) is to have zero FDA Form 483 Inspectional Observations, Warning Letters and consent decrees. The Data Summary attached to this report illustrates our FDA inspection performance from 2020 through 2022.

Recalls

A medical device recall can include actions ranging from a labeling change or an in-field correction to a partial or full removal of the product from the market, depending on the nature of the issue and the risk to public health. Medical device recalls are typically conducted voluntarily by the manufacturer but may also be mandated by FDA. Recalls are required to be reported to FDA if the recall was initiated to reduce a risk to health posed by the device or to remedy a violation of applicable law caused by the device which may present a risk to health. FDA classifies recalls as Class I (highest risk), Class II or Class III (lowest risk) based on the relative degree of health hazard posed by the recall. The Data Summary attached to this report illustrates our FDA recall activity from 2020 through 2022.

Danaher Reliability System

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

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

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

Ethical Marketing, Advertising and Sales

Danaher's Product Marketing, Advertising and Promotion Policy applies globally to all Danaher medical device, biotechnology and life sciences businesses. The policy requires that marketing, advertising, promotional, scientific and sales (MAPSS) materials be reviewed and approved before use in accordance with the policy and applicable law, comply with all applicable laws, include only accurate and substantiated information about Danaher and competitor products, avoid false, deceptive or misleading information, promote only the intended use of the product as legally authorized, and avoid off-label claims. Danaher's Code of Conduct reinforces these requirements by mandating that we promote our medical products solely based on their approved labeling, that we sell our products through accurate and truthful communications, and that all information about our medical products be truthful, balanced and supported by data and relevant experience.

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

In 2022, Danaher incurred no monetary losses as a result of legal proceedings associated with false marketing claims.

Ethical Interactions with Healthcare Professionals

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

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

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

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

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

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

- **Healthcare Professionals Interaction Policy:** Addresses the standards for conducting events with HCPs in attendance as well as engaging HCPs to provide services.
- **Global Policy on Gifts, Entertainment and Other Interactions With Healthcare Professionals:** Promotes compliance with all applicable regulations and rules that govern interactions with HCPs.
- **Social Media Guidelines for FDA-Regulated Operating Companies:** Addresses information used on social media and other online platforms to advertise and promote products and services.
- **Clinical Trial Conduct and Transparency Policy:** Articulates Danaher's expectations and requirements relating to the conduct and transparency of clinical trials.
- **Product Safety Policy**

Ethical Research & Development Practices

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

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

Supply Chain Sustainability

Danaher maintains an extensive, complex network of supplier relationships that are critical to our success. In 2022, we conducted business with over 80,000 suppliers globally, and our supply chain spending exceeded \$10 billion—a reach that offers us the opportunity to drive our sustainability values across a footprint far broader than our direct operations. As a result, we view our supply chain as an extension of our own business and expect our suppliers to share our values. While recognizing differences in laws, customs and acceptable practices around the world, we believe shared values are the cornerstone of supplier relationships and we articulate our expectations through the following policies:

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

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

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

Supplier Risk Assessment/ Risk Management

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

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

Sustainability Due Diligence, Assessment and Monitoring

We have partnered with EcoVadis, a globally recognized provider of business sustainability assessments and ratings, to assess and monitor our direct and indirect supplier sustainability performance. As of the end of 2022, EcoVadis had assessed and rated suppliers representing over 50% of our annual supplier spend, including approximately half of Danaher’s preferred suppliers (“preferred suppliers” are suppliers whom Danaher’s subsidiaries have targeted for growth because they offer the opportunity for a high level of strategic and operational value).

We are targeting to increase this scope coverage to 80% of our annual supplier spend by the end of 2023. EcoVadis’ supplier assessments and ratings address a wide range of topics including:

- Energy consumption and GHG emissions
- Water consumption
- Biodiversity
- Local and accidental pollution
- Materials, chemicals and waste
- Product use and product end-of-life
- Customer health and safety
- Environmental services and advocacy
- Employee health and safety
- Working conditions
- Social dialogue
- Career management and training
- Child labor, forced labor and human trafficking
- Diversity, discrimination and harassment
- External stakeholder human rights
- Corruption and anticompetitive practices
- Responsible information management
- Supplier environmental practices
- Supplier social practices

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

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

Mitigating Forced Labor Risk in Our Supply Chain

Danaher’s corporate trade compliance function screens Danaher’s suppliers on a quarterly basis using a tool that aggregates publicly available data and government-provided information regarding

suppliers who may be implicated in the use of forced labor. While the screening tool is not necessarily comprehensive due to the fragmented nature of the available data, it is an important asset in Danaher’s efforts to mitigate the risk of forced labor in our supply chain.

Supplier Quality Management

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

Training and Education

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

Conflict Minerals

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

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

Supply Chain Continuity Planning

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

Governance

Board Structure and Responsibilities

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

- Together with management determines Danaher's long-term strategy and oversees Danaher's strategic acquisition and integration process
- Oversees Danaher's culture, management succession planning and development (including both a long-term succession plan and emergency succession plan for the CEO position), compensation, benefits, talent recruiting and retention, associate engagement and diversity, equity and inclusion programs
- Evaluates the performance and sets the compensation of our CEO and other executive officers
- Oversees the quality and integrity of Danaher's financial statements, internal controls over financial reporting, compliance with legal and regulatory requirements and our integrity and compliance program
- Oversees our sustainability program
- Oversees our overall risk assessment and risk management program as well as risks specifically relating to our strategy, acquisition and capital allocation program, capital structure, liquidity, organizational structure, legal and regulatory compliance, cybersecurity, privacy, compensation policies and practices, sustainability (including climate), governance, conflicts of interest and science and technology trends

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

Board Selection, Composition, Refreshment and Succession Planning

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

Our Board actively considers Board refreshment. Using our Board skills matrix as a guide as well as the results of our annual Board and committee self-assessment process, the Nominating and Governance Committee evaluates Board composition at least annually and identifies for Board consideration areas of expertise that would complement and enhance our current Board. Given the critical role of acquisitions in our overall strategy as well as the diversity of our portfolio, it is essential that our Board include members with the experience of having led the Company through a range of M&A and economic cycles. However, the Board also seeks to thoughtfully balance the knowledge and experience that comes from longer-term Board service with the fresh perspectives and new domain expertise that can come from adding new directors. We have added five new directors over the past four years, reducing Danaher's average director tenure by more than 16% over that period.

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

Diversity is an important consideration in the Board's decision-making with respect to Board composition. Our Board believes that it should collectively embody a diverse set of skills, knowledge, experiences and backgrounds appropriate in light of the Company's needs, and as a result it takes into consideration the diversity (including with respect to age, race, gender, national origin and U.S. military veteran status) of the Board when considering director nominees. Half of the Company's Board members are diverse from a gender and/or race/ethnicity perspective, one Board member is a U.S. military veteran and our Board includes a broad range of ages and national origins.

CEO Succession Planning

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

Managing Potential Conflicts of Interest

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

Communication with the Board

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

<i>Skills and Expertise</i>	<i>Blair</i>	<i>Dewan</i>	<i>Filler</i>	<i>List</i>	<i>Lohr</i>	<i>Mega</i>	<i>M. Rales</i>	<i>S. Rales</i>	<i>Sabeti</i>	<i>Sanders</i>	<i>Schwieters</i>	<i>Spoon</i>	<i>Stevens</i>	<i>Zerhouni</i>
Global/International	✓	✓	✓	✓			✓	✓		✓			✓	
Life Sciences	✓					✓			✓					✓
Diagnostics									✓					
Health Care Management						✓								
Product Innovation	✓		✓									✓	✓	
Digital Technology		✓		✓		✓			✓	✓		✓		
M&A	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓		
Public Company CEO and/or President	✓		✓				✓	✓				✓	✓	
Accounting		✓		✓						✓	✓			
Finance		✓		✓			✓	✓		✓	✓	✓		
Branding/Marketing			✓											
Government, Legal or Regulatory					✓	✓								
Age	58	46	63	60	79	48	66	71	47	60	83	71	59	71
Gender	M	M	F	F	M	F	M	M	F	M	M	M	M	M
Race/Ethnicity*	C	A	C	C	C	C	C	C	M	B	C	C	C	N
Born Outside U.S.	✓	✓							✓					✓
U.S. Military Veteran	✓													

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

Risk Oversight

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

Enterprise Risk Management Methodology

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

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

CATEGORIZING RISK

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

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

RISK ASSESSMENT PROCESS

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

Each platform risk committee reviews and synthesizes the results from its operating companies, identifies key themes, ensures appropriate risk prioritization and communicates its results to the Danaher Risk Committee, which consists of Danaher’s General Counsel, Chief Financial Officer, Chief Accounting Officer, Head of Internal Audit, Deputy General Counsel and Chief Ethics & Compliance Officer. The Danaher Risk Committee reviews the results, holds discussions with the leadership of each platform and presents a final report to the Danaher Board of Directors annually. Danaher’s General Counsel (the executive with management-level responsibility for our ERM program) also updates the Audit Committee of the Board on a periodic basis regarding Danaher’s ERM processes.

The Board’s role in risk oversight is consistent with Danaher’s leadership structure: management has day-to-day responsibility for assessing and managing Danaher’s risk exposure, and the Board and its Audit Committee oversee those efforts, with emphasis on our most significant risks.



Managing Cybersecurity Risks

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

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

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

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

We take measures to regularly improve and update our cybersecurity program, including independent program assessments, penetration testing and scanning of our systems for vulnerabilities. The cybersecurity program is led by Danaher’s Chief Information Security Officer, who along with our Chief Information Officer, provide multiple updates each year to the Audit Committee regarding this program,

including information about cyber-risk management governance and the status of projects to strengthen cybersecurity effectiveness. The Audit Committee regularly briefs the full Board on these matters, and the full Board also receives periodic briefings from management on our cybersecurity program. We also updated our disclosure controls and procedures to specifically address cybersecurity risk, including by amending Danaher’s Insider Trading Policy to address cybersecurity and by ensuring clear linkage between our Disclosure Committee and Chief Information Security Officer.

Political Matters

Political Involvement Policy

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

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

Trade/Industry Associations

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

Political Expenditures

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

About This Report

Important Information About This Report

- Certain statements included or incorporated by reference in this report are “forward-looking statements” within the meaning of the U.S. federal securities laws. All statements other than historical factual information are forward-looking statements. Forward-looking statements are based on assumptions and assessments made by our management in light of their experience and perceptions of historical trends, current conditions, expected future developments and other factors. Forward-looking statements are not guarantees of future performance and actual results may differ materially from the results, developments and business decisions contemplated by our forward-looking statements. Accordingly, you should not place undue reliance on any such forward-looking statements. Important factors that in some cases have affected us in the past and that in the future could cause actual results to differ materially from those envisaged in our forward-looking statements are described in Danaher’s filings with the U.S. Securities and Exchange Commission (SEC). The forward-looking statements included in this report speak only as of the date of this report, and except to the extent required by applicable law, we do not assume any obligation to update or revise any forward-looking statement, whether as a result of new information, future events and developments or otherwise.
- Please note that the inclusion of information in this report is not an indication that such information is necessarily material as defined under the U.S. federal securities laws and the applicable regulations thereunder.
- In this report, we describe certain products and devices that have applications submitted and pending for certain regulatory approvals and/or are available only in certain markets.
- Any trademarks, product names or brand images appearing herein are the property of their respective owners.
- We refer to developing markets as “high-growth markets” in our SEC filings and in this report and define them as geographic markets experiencing extended periods of accelerated growth in gross domestic product and infrastructure, which include Eastern Europe, the Middle East, Africa, Latin America and Asia (except Japan, Australia and New Zealand).
- Unless otherwise noted, all data in this report is as of June 30, 2023 and is limited to continuing operations; provided that, unless otherwise noted, all financial data in this report refers to the 2022 fiscal year. All financial information in this report is reported in U.S. dollars.
- 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, 2022 through December 31, 2022 that were within our operational control and accounted for approximately 96% of our total owned or leased space (within our operational control) over such period, and (2) vehicles and aircraft owned or leased by Danaher during 2022. With respect to any locations owned or leased from January 1, 2022 through December 31, 2022 that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity values (for energy and GHG emissions)* and by linear extrapolation (for waste and water). The financial data to which the environmental impact metrics are normalized is limited to continuing operations and also excludes revenue attributable to acquisitions consummated within the applicable year, to promote comparability.
- The energy usage and GHG emissions metrics are based on available activity data of fuel consumed on-site, purchased energy and energy consumed through operation of Danaher-owned or -leased vehicles and aircraft. Danaher’s non-energy-consumption GHG emissions, such as refrigerant releases and process air emissions, are omitted.
- We define “regulated and hazardous waste” as wastes that are deemed regulated by national legislation/ regulations.

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



Appendix A: Reporting Frameworks Index

Global Reporting Initiative™ (GRI) Sustainability Reporting Guidelines.....	75
Sustainability Accounting Standards Board (SASB) Standards	82
Task Force on Climate-related Financial Disclosures (TCFD).....	84
UN Sustainable Development Goals	87

GRI Content Index

Statement of use: Danaher Corporation has reported the information cited in this GRI content index for the period of January 1, 2022 to December 31, 2022, with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

Disclosure	Description	Response
2-1	Organizational details	2022 Form 10-K - Cover Page, 34, 81
2-2	Entities included in the organization's sustainability reporting	2022 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	2022 Form 10-K - p. 3-9, 37-41 Danaher at a Glance Extended Content - Our Businesses Extended Content - Foundational Elements - Supply Chain Sustainability
2-7	Employees	2022 Form 10-K - p. 10-12 Building the Best Team Extended Content - Building the Best Team Sustainability & ESG Data Summary
2-9	Governance structure and composition	Danaher Corporate Governance 2023 Proxy Statement - p. 9-10, 20, 22-28 Extended Content - Foundational Elements - Governance
2-10	Nomination and selection of the highest governance body	2023 Proxy Statement - p. 19-20 Extended Content - Foundational Elements - Governance - Board Selection, Composition, Refreshment and Succession Planning
2-11	Chair of the highest governance body	2023 Proxy Statement - p. 16, 22-23

GRI 2: General Disclosures 2021 (continued)

Disclosure	Description	Response
2-12	Role of highest governance body in overseeing the management of impacts	2023 Proxy Statement – p. 24, 28 Extended Content - Sustainability at Danaher – Sustainability Oversight; Stakeholder Engagement Program
2-13	Delegation of responsibility for managing impacts	Extended Content - Sustainability at Danaher – Sustainability Oversight; Stakeholder Engagement Program
2-14	Role of highest governance body in sustainability reporting	Extended Content - Sustainability at Danaher – Sustainability Oversight; Stakeholder Engagement Program
2-15	Conflicts of Interest	2023 Proxy Statement – p. 34-35 Extended Content - Foundational Elements – Governance – Managing Potential Conflicts of Interest
2-16	Communication of critical concerns	2023 Proxy Statement – p. 92 Extended Content - Foundational Elements – Governance – Communication with the Board
2-17	Collective knowledge of the highest governance body	2023 Proxy Statement – p. 19-20 Extended Content - Foundational Elements – Governance – Board Selection, Composition, Refreshment and Succession Planning
2-18	Evaluation of the performance of the highest governance body	2023 Proxy Statement – p. 28-29
2-19	Remuneration policies	2023 Proxy Statement – p. 31-33, 40-72 Extended Content – Building the Best Team – Motivation and Rewarding Performance – Compensation
2-20	Process to determine remuneration	2023 Proxy Statement – p. 27, 40-72
2-21	Annual total compensation ratio	2023 Proxy Statement – p. 72
2-22	Statement on sustainable development strategy	From Our CEO
2-23	Policy commitments	Code of Conduct Sustainability Policy Extended Content – Building the Best Team – Human Rights Extended Content – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct
2-24	Embedding policy commitments	Code of Conduct Sustainability Policy Extended Content – Building the Best Team – Human Rights Extended Content – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct; Business Ethics

GRI 2: General Disclosures 2021 (continued)

Disclosure	Description	Response
2-25	Processes to remediate negative impacts	Our Sustainability Strategy – Sustainability Prioritization Assessment Extended Content – Sustainability at Danaher – Stakeholder Engagement Program Extended Content – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct - Reporting Concerns Extended Content – Foundational Elements – Risk Oversight www.danaherintegrity.com
2-26	Mechanisms for seeking advice and raising concerns	Code of Conduct Extended Content – Foundational Elements – The Danaher Code of Conduct - Reporting Concerns www.danaherintegrity.com
2-28	Membership associations	CEO Action for Diversity + Inclusion™; UN Global Compact; Regulatory Affairs Professional Society; the American Society for Quality; Advanced Medical Technology Association (AdvaMed); and MedTech Europe
2-29	Approach to stakeholder engagement	2023 Proxy Statement – p. 8, 29-30 Our Sustainability Strategy – Sustainability Prioritization Assessment Extended Content – Sustainability at Danaher – Stakeholder Engagement Program
2-30	Collective bargaining agreements	Extended Content – Building the Best Team – Motivating and Rewarding Performance – Collective Bargaining

Material Topics

GRI 3: Material Topics 2021

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

Topic Standards and Management of Material Topics

Innovation

GRI 3: Material Topics 2021 3-3 Management of material topics: Innovation

[2022 Annual Report](#) – p. 8
[Our Sustainability Strategy](#) – Our Sustainability Strategy and Pillars
[Innovating Products That Improve Lives and Our Planet](#)
[UN Sustainable Development Goals Relevant to Danaher](#)
[Sustainability & ESG Data Summary](#)

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
GRI 203: Economic Performance 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	2022 Form 10-K , p. 3-9, 64-73
201-1	Direct economic value generated and distributed	2022 Form 10-K , p. 64-73 Danaher at a Glance – 2022 Highlights Extended Content – Our Businesses
201-2	Financial implications and other risks and opportunities due to climate change	Protecting Our Environment – Addressing Climate Risks and Opportunities TCFD Index
201-3	Defined benefit plan obligations and other retirement plans	2022 Form 10-K , p. 97-100
GRI 302: Energy 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Protecting Our Environment Extended Content – Protecting Our Environment – Policies; KPIs and Goals; EHS Management Programs
302-1	Energy consumption within the organization	About this Report Sustainability & ESG Data Summary 2022 CDP Report
302-3	Energy intensity	About this Report Sustainability & ESG Data Summary 2022 CDP Report
302-4	Reduction of energy consumption	Extended Content – Protecting Our Environment – Policies; KPIs and Goals; EHS Management Programs Sustainability & ESG Data Summary

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
GRI 305: Emissions 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Protecting Our Environment Extended Content – Protecting Our Environment – Policies; KPIs and Goals; EHS Management Programs Sustainability & ESG Data Summary
305-1	Direct (Scope 1) GHG emissions	About this Report Sustainability & ESG Data Summary 2022 CDP Report
305-2	Energy indirect (Scope 2) GHG emissions	About this Report Sustainability & ESG Data Summary 2022 CDP Report
305-4	GHG emissions intensity	Sustainability & ESG Data Summary 2022 CDP Report
305-5	Reduction of GHG emissions	Protecting Our Environment – Reducing Our Greenhouse Gas Emissions Extended Content – Protecting Our Environment – Policies; KPIs and Goals; EHS Management Programs Sustainability & ESG Data Summary
GRI 306: Waste 2020		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Extended Content – Protecting Our Environment – Policies; KPIs and Goals; EHS Management Programs Sustainability & ESG Data Summary
306-2	Management of significant waste-related impacts	Sustainability Policy Extended Content – Protecting Our Environment – Policies; KPIs and Goals; EHS Management Programs Sustainability & ESG Data Summary
306-3	Waste generated	About this Report Sustainability & ESG Data Summary
306-4	Waste diverted from disposal	About this Report Sustainability & ESG Data Summary
306-5	Waste directed to disposal	About this Report Sustainability & ESG Data Summary

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

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
GRI 405: Diversity and Equal Opportunity 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Equity and Inclusion Policy 2023 Proxy Statement – p. 19-20 Extended Content - Building the Best Team – Diversity, Equity + Inclusion Extended Content - Foundational Elements – Governance – Board Selection, Composition, Refreshment and Succession Planning
405-1	Diversity of governance bodies and employees	2023 Proxy Statement – p. 19-20 Sustainability & ESG Data Summary
405-2	Ratio of basic salary and remuneration of women to men	Extended Content - Building the Best Team – Diversity, Equity + Inclusion – Pay Equity Sustainability & ESG Data Summary
GRI 416: Customer Health and Safety 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Product Safety Policy Clinical Trial Conduct and Transparency Policy Extended Content - Foundational Elements – Medical Device Product Quality
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Extended Content - Foundational Elements – Medical Device Product Quality – Regulatory Inspections; Recalls Sustainability & ESG Data Summary
GRI 417: Marketing and Labeling 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Product Marketing, Advertising and Promotion Policy Code of Conduct Extended Content - Foundational Elements – Medical Device Product Quality – Ethical Marketing, Advertising and Sales
417-1	Requirements for product and service information and labeling	Product Marketing, Advertising and Promotion Policy Extended Content - Foundational Elements – Medical Device Product Quality – Ethical Marketing, Advertising and Sales
417-3	Incidents of non-compliance concerning marketing communications	Extended Content - Foundational Elements – Medical Device Product Quality – Ethical Marketing, Advertising and Sales In 2022, Danaher incurred no monetary losses as a result of legal proceedings associated with false marketing claims.
Supply Chain Sustainability		
GRI 3: Material Topics 2021	3-3 Management of material topics: Supply Chain Sustainability	Sustainable Supply Chain Policy Extended Content - Foundational Elements – Supply Chain Sustainability

SASB – Medical Equipment & Supplies

Table 1. Sustainability Disclosure Topics & Metrics

Topic	Metric	Code	Response
Affordability & Pricing	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	HC-MS-240a.1	Not reported
	Description of how price information for each product is disclosed to customers or to their agents	HC-MS-240a.2	Not reported
Product Safety	Number of recalls issued, total units recalled	HC-MS-250a.1	Extended Content - Foundational Elements – Medical Device Product Quality Sustainability & ESG Data Summary
	Safety Alerts for Human Medical Products database	HC-MS-250a.2	We report all necessary data as required by the FDA. This information is available here .
	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	HC-MS-250a.3	We report all necessary data as required by the FDA. This information is available here .
	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	HC-MS-250a.4	Extended Content - Foundational Elements – Medical Device Product Quality Sustainability & ESG Data Summary
Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-MS-270a.1	Extended Content - Foundational Elements – Medical Device Product Quality – Ethical Marketing, Advertising and Sales In 2022, 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 Danaher Code of Conduct Extended Content - Foundational Elements – Medical Device Product Quality
Product Design & Lifecycle Management	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	HC-MS-410a.1	Innovating Products That Improve Lives and Our Planet – Doing Even More: Product Sustainability
	Total amount of products accepted for takeback and reused, recycled or donated, broken down by: (1) devices and equipment and (2) supplies	HC-MS-410a.2	Not reported

SASB – Medical Equipment & Supplies (continued)

Table 1. Sustainability Disclosure Topics & Metrics (continued)

Topic	Metric	Code	Response
Supply Chain Management	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	HC-MS-430a.1	Sustainability & ESG Data Summary
	Description of efforts to maintain traceability within the distribution chain	HC-MS-430a.2	Sustainable Supply Chain Policy Channel Partner Code of Conduct Conflict Minerals Policy Statement Iran Trading Policy Danaher Statement on Slavery and Human Trafficking Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Extended Content - Foundational Elements – Supply Chain Sustainability
	Description of the management of risks associated with the use of critical materials	HC-MS-430a.3	Sustainable Supply Chain Policy Conflict Minerals Policy Statement Iran Trading Policy Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Extended Content - Foundational Elements – Supply Chain Sustainability
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	HC-MS-510a.1	Not reported
	Description of code of ethics governing interactions with health care professionals	HC-MS-510a.2	Danaher Code of Conduct Extended Content - Foundational Elements – Medical Device Product Quality

Table 2. Activity Metrics

Number of units sold by product category	HC-MS-000.A	Not reported
--	-------------	--------------

TCFD Index

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

Topic	Recommended Disclosure	Response
Governance	Describe the board's oversight of climate-related risks and opportunities.	At the Board level, Danaher's Audit Committee has oversight responsibility of the Company's overall risk assessment and risk management policies, as well as oversight responsibility with respect to climate risk, as set forth in the committee's charter. In addition to periodic updates from Danaher's Senior Vice President and General Counsel regarding Danaher's Enterprise Risk Management processes, the results of the Company's climate-related risk and opportunity assessment program will be presented to the Audit Committee at least annually.
	Describe management's role in assessing and managing risks and opportunities.	At the management level, Danaher's Senior Vice President and General Counsel, who reports directly to our President and CEO, oversees the Company's sustainability program, the Danaher Sustainability Committee and the Enterprise Risk Management program. Danaher's Sustainability Steering Committee develops and oversees the execution of our sustainability strategy. Results of the Company's climate-related risk and opportunity assessment program will be presented to the Danaher Sustainability Committee annually.
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Our risk management process has previously identified high-level climate-related risks and opportunities: physical risk resulting from acute or chronic changes in climate patterns, to include increased severity of extreme weather events such as cyclones, hurricanes and floods. Chronic physical risks refer to longer-term shifts in climate patterns (such as sustained higher temperatures) that may result in rising sea levels (which could impact our facilities in coastal areas), droughts and heat waves. Key climate-related opportunities for Danaher include the prospect of developing new commercial solutions or product features to address customers' sustainability related needs and potentially reduce our operating costs.
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Danaher anticipates reporting on any key impacts to our businesses, strategy, and financial planning identified as a result of the Company's climate-related risk and opportunity management program beginning with our 2024 sustainability report.
	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.

TCFD Index (continued)

Topic	Recommended Disclosure	Response
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	<p>Following a 2022 pilot program, in 2023 Danaher is deploying¹ across all of its businesses worldwide a management program to identify, assess and manage climate risks and opportunities. The climate-related management program requires each operating company to identify (and score the severity, probability and velocity of) each key climate-related risk, over short- medium- and long-term time horizons.</p> <ul style="list-style-type: none"> • With respect to each time horizon, for each identified risk that exceeds a prescribed score, the operating company is required to: <ul style="list-style-type: none"> – identify the proposed countermeasure(s) and related costs; – re-score the risk, taking into account the proposed countermeasures; and – identify (and quantify if feasible) the net, anticipated business and financial impact of the risk. • The program also requires identification (and scoring) of each key climate-related opportunity, over short- medium- and long-term time horizons. <ul style="list-style-type: none"> – 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, as appropriate, management's plan to capitalize on such opportunity and describe (and quantify if feasible) the anticipated business and financial impacts.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	The climate-related risk assessment uses the same scoring methodology as (and runs parallel to) the annual Enterprise Risk Management process. As a result, the significance and prioritization of climate-related risks are assessed relative to wider business risks.
	Describe the organization's processes for managing climate-related risks	<p>Danaher leverages the Danaher Business System (DBS) to manage climate-related risks in our operations and our products. DBS is a business management system that consists of a philosophy, processes and tools that guide what Danaher does and measure how well Danaher executes, grounded in a culture of continuous improvement.</p> <p>With respect to the management of climate-related risks, we combine fundamental DBS tools that are not climate-specific but focus on core competencies such as using visual representations of processes to identify inefficiencies, defining and solving problems in a structured way, and continuously improving processes to drive consistent execution, with climate-specific DBS tools such as our Energy Management Toolkit.</p> <p>With respect to the climate-related opportunities described above, the Innovating Products That Improve Lives and Our Planet section of this report describes 2023 updates to 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.</p> <p>In addition, Danaher has partnered with EcoVadis, a globally recognized provider of business sustainability assessments and ratings, to assess and monitor our direct and indirect supplier sustainability performance, including climate-related performance and practices.</p>

¹Veralto is only deploying the program on a limited, pilot basis in 2023.

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: <ul style="list-style-type: none"> • Direct (Scope 1) and indirect (Scope 2) emissions • GHG emissions intensity • Total energy consumption • Supplier engagement with our Sustainability Due Diligence, Assessment and Monitoring program (in partnership with EcoVadis)
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	The Company discloses its Scope 1 and 2 GHG emissions, which can be found in the Sustainability & ESG Data summary table on page 93 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: <ul style="list-style-type: none"> • By 2032, reduce absolute Scope 1 and Scope 2 emissions by 50.4% from a 2021 baseline

UN Sustainable Development Goals Relevant to Danaher

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

UN Sustainable Development Goals Relevant to Danaher (continued)

Sustainable Development Goal	Response
 <p>Goal 12 - Responsible Consumption and Production Ensure sustainable consumption and production patterns</p>	<p>Sustainability Policy Sustainable Supply Chain Policy Innovating Products That Improve Lives and Our Planet – Environmental and Applied Solutions Protecting Our Environment – Reducing Our Greenhouse Gas Emissions; Addressing Climate Risks and Opportunities; Promoting Water Stewardship Extended Content - Protecting Our Environment – KPIs and Goals; EHS Management Programs; Our Operating Companies Leading the Way Sustainability & ESG Data Summary</p>
 <p>Goal 13 - Climate Action Take urgent action to combat climate change and its impacts</p>	<p>Sustainability Policy From Our CEO Protecting Our Environment – Reducing Our Greenhouse Gas Emissions; Addressing Climate Risks and Opportunities Extended Content - Protecting Our Environment – KPIs and Goals; EHS Management Programs; Our Operating Companies Leading the Way Sustainability & ESG Data Summary</p>
 <p>Goal 14 - Life Below Water Conserve and sustainably use the oceans, seas and marine resources</p>	<p>Innovating Products That Improve Lives and Our Planet – Environmental and Applied Solutions Protecting Our Environment – Promoting Water Stewardship Extended Content – Our Businesses – Environmental & Applied Solutions (Water Quality)</p>



Appendix B: Sustainability & ESG Data Summary

Team	90
Environment.....	93
Foundational Elements.....	94
Financial Results	96

Pillar



Team

Category	Metric	Unit	2020	2021	2022	Goal	Timeframe
Associate Demographics	Total Associates (Global)	# of associates	69,000	80,000	81,000	—	—
	North America	# of associates	25,500	32,000	32,000	—	—
		% of total	37%	40%	40%	—	—
	Western Europe	# of associates	22,000	24,000	25,000	—	—
		% of total	32%	30%	31%	—	—
	High Growth Markets	# of associates	18,500	21,000	21,000	—	—
		% of total	27%	26%	26%	—	—
	Other Developed Markets	# of associates	3,000	3,000	3,000	—	—
		% of total	4%	4%	4%	—	—
	Full Time Associates (Global)	# of associates	67,000	78,000	78,000	—	—
	Part Time Associates (Global)	# of associates	2,000	2,000	2,000	—	—
	Temporary Workers (Global)	# of associates	1,500	900	900	—	—
	Unionized Associates (U.S., hourly-rated)	# of associates	300	400	400	—	—
	Associate Tenure (Global Average)	Years	8	7	7	—	—
	Countries With Danaher Locations	# of countries	65	67	69	—	—
	Languages Spoken by Associates	# of languages	>20	>20	>20	—	—
	18 - 20 years old (Global)	% of associates	—	1%	0%	—	—
	21 - 30 years old (Global)	% of associates	—	17%	16%	—	—
	31 - 40 years old (Global)	% of associates	—	32%	33%	—	—
	41 - 50 years old (Global)	% of associates	—	25%	26%	—	—
51 - 60 years old (Global)	% of associates	—	19%	19%	—	—	
61 - 64 years old (Global)	% of associates	—	4%	4%	—	—	
65+ years old (Global)	% of associates	—	2%	2%	—	—	
Internal Fill Rate	Executives & Senior Leaders	% of open roles filled internally	78%	76%	77%	≥75%	Annual
	Manager	% of open roles filled internally	77%	72%	76%	—	—
New Hires	Total External New Hires (Global)	# of associates	—	19,800	13,300	—	—
	North America	# of associates	—	10,200	6,200	—	—
	Western Europe	# of associates	—	3,800	3,500	—	—
	High Growth Markets	# of associates	—	5,400	3,200	—	—
	Other Developed Markets	# of associates	—	400	300	—	—
	Global Women New Hires	% of total global external new hires	—	43%	41%	—	—
	U.S. People of Color New Hires	% of total U.S. external new hires	—	57%	54%	—	—
	U.S. Diverse New Hires (women and/or people of color)	% of total U.S. external new hires	—	74%	71%	—	—

Pillar



Team

Category	Metric	Unit	2020	2021	2022	Goal	Timeframe
Turnover	Voluntary Turnover	% of associates	5%	8%	11%	≤5%	Annual
	Involuntary Turnover	% of associates	5%	4%	6%	—	—
	Total Turnover	% of associates	10%	12%	17%	—	—
Engagement	Engagement Index	%	79%	78%	72%	—	—
	Engagement Index Improvement/Decline (vs. prior year)	Percentage points	+7	-1	-6	—	—
	Diversity Index	%	88%	89%	87%	—	—
	Inclusion Index	%	86%	86%	85%	—	—
Training & Development	Associates Who Completed Career or Skills-related Training	% of associates	—	—	73%	—	—
	Executives & Senior Leaders	% of associates	—	—	82%	—	—
	Managers	% of associates	—	—	91%	—	—
	Individual Contributors	% of associates	—	—	70%	—	—
	Associate Training Hours (Annual Global Average)	# of hours	—	—	8.6	—	—
Performance	Associates Who Received a Performance Review	% of associates	97%	97%	100%	—	—
Pay Equity*	U.S. Women Weighted Median Base Pay vs Male Associates	%	100%	100%	100%	100%	Annual
	U.S. Black, Asian and Hispanic/Latin Weighted Median Base Pay vs White Associates	%	>100%	>100%	>100%	100%	Annual
Associate Resource Groups (ARGs)	Asian Descent + Friends (US & Canada)	% increase in # of members year-over-year	165%	130%	105%	—	—
	Black + Friends (US & Canada)	% increase in # of members year-over-year	350%	130%	120%	—	—
	Latinx + Friends (US & Canada)	% increase in # of members year-over-year	155%	170%	115%	—	—
	LGBTQ + Friends (US & Canada)	% increase in # of members year-over-year	220%	50%	115%	—	—
	Women + Friends (US & Canada)	% increase in # of members year-over-year	185%	110%	110%	—	—
Diversity Representation	Global Women	% of total	36%	37%	38%	40%	2025
	Executives & Senior Leaders	% of total	29%	31%	32%	—	—
	Managers	% of total	31%	33%	34%	—	—
	Individual Contributors	% of total	37%	39%	39%	—	—
	North America	% of total	36%	38%	38%	—	—
	Western Europe	% of total	36%	37%	37%	—	—
	High Growth Markets	% of total	37%	39%	39%	—	—
	Other Developed Markets	% of total	27%	27%	28%	—	—
	U.S. People of Color	% of total	33%	39%	41%	38%	2025
	Executives & Senior Leaders	% of total	18%	22%	22%	—	—
	Managers	% of total	27%	31%	32%	—	—
	Individual Contributors	% of total	35%	41%	44%	—	—

* 2022 figures also include short-term incentive compensation (STI)

Pillar



Team

Category

Metric

Unit

2020

2021

2022

Goal

Timeframe

Diversity Representation
 (continued)
U.S. Associates

of associates

24,000

29,600

29,900

—

—

White

% of total

61%

55%

56%

—

—

Executives & Senior Leaders

% of total

76%

74%

73%

—

—

Managers

% of total

69%

64%

65%

—

—

Individual Contributors

% of total

60%

54%

53%

—

—

Asian

% of total

15%

18%

18%

—

—

Executives & Senior Leaders

% of total

11%

13%

13%

—

—

Managers

% of total

13%

16%

16%

—

—

Individual Contributors

% of total

15%

19%

17%

—

—

Hispanic/Latin

% of total

11%

11%

12%

—

—

Executives & Senior Leaders

% of total

4%

4%

4%

—

—

Managers

% of total

8%

8%

8%

—

—

Individual Contributors

% of total

12%

12%

14%

—

—

Black

% of total

6%

7%

7%

—

—

Executives & Senior Leaders

% of total

3%

4%

4%

—

—

Managers

% of total

3%

4%

5%

—

—

Individual Contributors

% of total

6%

7%

9%

—

—

American Indian/Alaskan Native

% of total

<1%

<1%

0%

—

—

Executives & Senior Leaders

% of total

<1%

<1%

0%

—

—

Managers

% of total

<1%

<1%

0%

—

—

Individual Contributors

% of total

<1%

<1%

0%

—

—

Native Hawaiian/Other Pacific Islander

% of total

1%

1%

1%

—

—

Executives & Senior Leaders

% of total

<1%

<1%

0%

—

—

Managers

% of total

<1%

1%

0%

—

—

Individual Contributors

% of total

1%

1%

1%

—

—

Two or More

% of total

2%

2%

2%

—

—

Not Specified

% of total

5%

5%

4%

—

—

Pillar



Environment

Category	Metric	Unit	2020	2021	2022	Goal	Timeframe
Environmental Metrics	Total Energy Use	GJ	4,352,047	4,779,842	4,970,408	—	—
	Total Energy Use (intensity)	GJ per million USD revenue	228.0	172.4	160.2	—	—
	Direct Energy Use	GJ	2,049,731	2,247,574	2,317,083	—	—
	Indirect Energy Use	GJ	2,302,316	2,532,268	2,653,324	—	—
	Total GHG Emissions, Scope 1 and 2 Market Based	Metric tons CO ₂ e	335,507	340,944	340,989	—	—
	Total GHG Emissions, Scope 1 and 2 Market Based (intensity)	Metric tons CO ₂ e per million USD revenue	17.6	12.3	11.0	—	—
	Increase/decrease vs. 2021 (absolute)	%	—	—	+0.01%	-50.4%	2032
	GHG Emissions, Scope 1	Metric tons CO ₂ e	121,884	135,424	138,390	—	—
	GHG Emissions, Scope 1 (intensity)	Metric tons CO ₂ e per million USD revenue	6.4	4.9	4.5	—	—
	GHG Emissions, Scope 2 Market Based	Metric tons CO ₂ e	213,623	205,520	202,600	—	—
	GHG Emissions, Scope 2 Market Based (intensity)	Metric tons CO ₂ e per million USD revenue	11.2	7.4	6.5	—	—
	GHG Emissions, Scope 2 Location Based	Metric tons CO ₂ e	183,112	202,045	209,459	—	—
	GHG Emissions, Scope 2 Location Based (intensity)	Metric tons CO ₂ e per million USD revenue	9.6	7.3	6.8	—	—
	Total Waste Generated	Metric tons	55,023	63,442	67,088	—	—
	Total Waste Generated (intensity)	Metric tons per million USD revenue	2.9	2.3	2.2	—	—
	Non-hazardous/Non-regulated Waste Generated	Metric tons	32,662	35,963	39,982	—	—
	Non-hazardous/Non-regulated Waste Diverted From Disposal	Metric tons	21,996	24,982	28,818	—	—
	Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration	Metric tons	10,666	10,981	11,164	—	—
	% of Non-hazardous/Non-regulated Waste Sent to Landfill or Incineration*	% of total non-hazardous/non-regulated waste generated	33%	31%	28%	—	—
	Increase/decrease vs. 2019 baseline	%	—	—	-29%	-15%	2024
	Hazardous/Regulated Waste Generated	Metric tons	22,361	27,480	27,106	—	—
	Hazardous/Regulated Waste Sent to Landfill or Incineration	Metric tons	6,606	11,105	9,525	—	—
	Hazardous/Regulated Waste Diverted From Disposal	Metric tons	15,756	16,375	17,582	—	—
Total Water Use	Cubic meters	5,000,148	5,344,435	5,690,343	—	—	
Total Water Use (intensity)	Cubic meters per million USD revenue	262.0	192.8	183.4	—	—	

* This metric does not include incineration with energy recovery.

Pillar



Environment

Pillar	Category	Metric	Unit	2020	2021	2022	Goal	Timeframe
Environment	Health and Safety Performance	Total Recordable Incident Rate (TRIR)	See accompanying "Notes"	0.54	0.51	0.62	—	—
		Increase/Decrease (vs. prior year)	%	-21%	-6%	+18%	-10%	Annual
		Days Away Restricted or Transferred (DART)	See accompanying "Notes"	0.34	0.37	0.46	—	—
		Increase/Decrease (vs. prior year)	%	-28%	+9%	+20%	-10%	Annual
		Contractor Fatalities	# of contractors	—	—	0	—	—
		Associate Fatalities	# of associates	—	—	0	—	—
	EHS Management Program Certifications	Total EHS Significant Manufacturing & Assembly Sites (Globally)	# of sites	177	149	164	—	—
		ISO 14001 Certified	# of sites	50	56	59	—	—
			% of total manufacturing & assembly square meters	—	—	45%		
		ISO 45001 Certified	# of sites	17	19	18	—	—
% of total manufacturing & assembly square meters			—	—	11%			
ISO 50001 Certified		# of sites	6	5	5	—	—	
	% of total manufacturing & assembly square meters	—	—	4%				
Speak Up! Compliance Reporting	Speak Up! Reports Received and Investigated	# of reports	>850	>980	>1,200	—	—	
	Speak Up! Reports Received per 100 Danaher Associates	# of reports per 100 associates	1.3	1.4	1.5	≥1.0	Annual	
	Self-Identifying Reporters	% of total reporters	46%	46%	43%	>40%	Annual	
Code of Conduct	In-scope Associates Who Completed Code of Conduct and Related Certification	% of total in-scope associates	98%	99%	99%	—	—	
Foundational Elements	Board of Directors	Female Directors	# of Directors	4	4	4	—	—
			% of total	31%	29%	29%	—	—
	Racially/Ethnically Diverse Directors	# of Directors	3	4	4	—	—	
		% of total	23%	29%	29%	—	—	
	Directors Born Outside of the U.S.	# of Directors	3	4	4	—	—	
		% of total	23%	29%	29%	—	—	
	U.S. Military Veterans	# of Directors	1	1	1	—	—	
		% of total	7%	7%	7%	—	—	
Independent Directors Under 50 Years Old	# of Directors	2	3	3	—	—		
	% of total	20%	27%	27%	—	—		

Pillar



Foundational Elements

Pillar	Category	Metric	Unit	2020	2021	2022	Goal	Timeframe		
MEDICAL DEVICE PRODUCT QUALITY	QMS Management Program Certification	ISO 13485 Certification	% of total in-scope facilities that are certified	100%	100%	100%	100%	Annual		
	FDA Registered Sites	Total	# of sites	53	57	54	—	—		
	Classified by highest-risk device produced at site	High (III)	# of sites	2	3	3	—	—		
		Medium (II)	# of sites	34	37	37	—	—		
		Low (I)	# of sites	17	17	14	—	—		
		Biotechnology Segment			# of sites	7	7	7	—	—
			High (III)	# of sites	0	0	0	—	—	
			Medium (II)	# of sites	6	6	6	—	—	
			Low (I)	# of sites	1	1	1	—	—	
		Life Sciences Segment			# of sites	10	11	11	—	—
			High (III)	# of sites	0	0	0	—	—	
			Medium (II)	# of sites	3	3	4	—	—	
			Low (I)	# of sites	7	8	7	—	—	
		Diagnostics Segment			# of sites	35	38	35	—	—
			High (III)	# of sites	2	3	3	—	—	
			Medium (II)	# of sites	24	27	26	—	—	
			Low (I)	# of sites	9	8	6	—	—	
		Environmental & Applied Solutions Segment - Water Quality Platform			# of sites	1	1	1	—	—
			High (III)	# of sites	0	0	0	—	—	
			Medium (II)	# of sites	1	1	1	—	—	
			Low (I)	# of sites	0	0	0	—	—	
		Environmental & Applied Solutions Segment - Product Identification Platform			# of sites	0	0	0	—	—
			High (III)	# of sites	0	0	0	—	—	
			Medium (II)	# of sites	0	0	0	—	—	
			Low (I)	# of sites	0	0	0	—	—	
			Consent Decreases	# of decrees	0	0	0	0	Annual	
		FDA Inspection Results	Warning Letters	# of letters	0	0	0	0	Annual	
			483 Observations	# of observations	0	2	0	0	Annual	
		FDA Recalls	Total FDA Recalls	# of recalls	23	18	12	—	—	
		Class I	# of recalls	0	0	0	—	—		
	Class II	# of recalls	22	18	11	—	—			
	Class III	# of recalls	1	0	1	—	—			
	FDA Initiated	# of recalls	0	0	0	—	—			
	Seizures/Consent Decreases	# of seizures/decrees	0	0	0	—	—			

Pillar	Category	Metric	Unit	2020	2021	2022	Goal	Timeframe
Operating Companies' Ecovadis Ratings		Hach	Ecovadis rating / badge	—	Gold	Gold	—	—
		Cytiva (Uppsala, Sweden site)	Ecovadis rating / badge	—	Gold	Gold	—	—
		Pall	Ecovadis rating / badge	Bronze	Silver	Silver	—	—
		ChemTreat	Ecovadis rating / badge	—	Silver	Silver	—	—
		Molecular Devices	Ecovadis rating / badge	—	Bronze	Silver	—	—
		SCIEX	Ecovadis rating / badge	—	Bronze	Bronze	—	—
		Videojet	Ecovadis rating / badge	—	—	Bronze	—	—
		Esko	Ecovadis rating / badge	—	—	Bronze	—	—
Financial Results	Revenue	Danaher	USD billion	22.3	29.5	31.5	—	—
		Biotechnology Segment	USD billion	5.3	8.6	8.8	—	—
		Life Sciences Segment	USD billion	5.3	6.4	7.0	—	—
		Diagnostics Segment	USD billion	7.4	9.8	10.8	—	—
		Environmental & Applied Solutions Segment	USD billion	4.3	4.7	4.8	—	—
	Revenue	Annual Spend	USD billion	1.3	1.7	1.7		
	Supply Chain	Annual Spend	USD billion	8.2	9.1	10.3	—	—
	Global Suppliers	# of suppliers	>80,000	>80,000	>80,000	—	—	

Notes to Sustainability & ESG Data Summary

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