

Danaher Corporation Sustainability Policy

1. Introduction. Danaher Corporation (including all of its directly and indirectly controlled subsidiaries, “Danaher” or the “Company”) is a global science and technology innovator committed to helping its customers solve complex challenges and improving quality of life around the world. Our Shared Purpose - Helping Realize Life’s Potential - gives direction and meaning to the work our employees (whom we refer to as associates) do every day. Our Shared Purpose is rooted in Danaher’s five Core Values:

- **The Best Team Wins.** We need exceptional people to achieve our aspirations as a global science and technology leader. We win because we are team-oriented with involvement by all. We believe the best team is a diverse team.
- **Customers Talk, We Listen.** One of our teams’ most important responsibilities is to listen to our customers to meet or exceed their expectations daily.
- **Kaizen Is Our Way of Life.** Through “*kaizen*,” or continuous improvement, we seek to ensure that we improve every day with actions that benefit our stakeholders.
- **Innovation Defines Our Future.** One of the most important ways we drive continuous improvement is through innovation that makes a difference for our customers and the world we live in.
- **We Compete for Shareholders.** By living our core values and Shared Purpose, we deliver the highest possible long-term value to our shareholders.

Our commitment to sustainability flows naturally from our Shared Purpose and our five Core Values. Our Sustainability Mission Statement (the “Mission Statement”) provides as follows:

- **What it is.** 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.
- **Why we do 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 we do it.** We drive sustainability improvements through people, process, technology and above all through the Danaher Business System (DBS).
- **Where we do it.** We drive and sustain sustainability improvements throughout our areas of impact, including with our customers (through our products, services and solutions) and in our commercial organization, supply chain, operations, workplace, communities and environment.

In this Sustainability Policy (the “Policy”), we articulate our requirements and expectations with respect to key dimensions of sustainability. This is not the only policy that articulates Danaher’s sustainability-related requirements and expectations; the sustainability page of our public website, www.danaher.com, links to our Code of Conduct and other, function-specific policies that also address key elements of sustainability.

2. Human Rights

a. **Relevance.** Our commitment to human rights stems from “The Best Team Wins” Core Value, and from our Mission Statement, which articulates our commitment to considering the long-term interests of, among other stakeholders, the individuals who work at Danaher, at our customers and at our business partners and the individuals who live in our communities. Respect for human rights must be the cornerstone for a sustainable business.

b. **Our Commitment.** Danaher is committed to respecting human rights in our own operations and complying with the laws of the countries in which we do business. Our commitment to upholding the dignity of every person and respecting and protecting human rights applies to all Danaher locations and businesses worldwide. This commitment is consistent with our Shared Purpose and our Core Values. Moreover, we believe we have an opportunity to positively impact the protection of human rights within our sphere of influence. To this end, we encourage and support our suppliers in their efforts to act in accordance with internationally recognized human rights standards. Our commitment is guided by the principles set forth in laws of the United States governing human rights, as well as in the following international documents:

- 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
- Danaher is also a signatory of the [UN Global Compact](#), and supports the 10 principles set out in this framework on human rights, labor, environment and anti-corruption.

We recognize that human rights due diligence is a continuous process, and we seek to utilize policies, training, processes and monitoring systems to advance this commitment.

Danaher is also committed to the principles set forth in the ILO Convention Concerning Discrimination in Respect of Employment and Occupation.

c. In Our Operations. We expect each Danaher associate to act lawfully toward other associates, colleagues, business partners and those in local communities. We do not tolerate the abuse of human rights in our operations. Each year, all associates in administrative, business, technical, professional, management and executive career categories are required to certify their understanding of the Code of Conduct and all its requirements (including the Code requirements relating to human rights). Associates classified as “Procurement” also receive annual awareness trainings on human rights topics.

d. In Our 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 with respect to respect for human rights). We are committed to implementing and improving upon due diligence processes to assess risks relating to human rights. Please see the Danaher Sustainable Supply Chain Policy for additional details.

e. In the Community. As an employer and a corporate citizen, we are aware of our role in the communities in which we operate. We 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 environmental impacts of our business operations on our neighbors, and strive to create positive impacts on adjacent communities through local engagement and charitable programs.

f. General Rights and Obligations.

- *Fair Labor Practices.* All Danaher employment practices are required to comply with all applicable laws and regulations, including those concerning hours, compensation, opportunity and working conditions. Our businesses are required to respect each associate’s legal rights to make an informed decision, free of coercion, about membership in associations and/or labor unions. Our businesses are required to bargain in good faith with these associations and labor unions.
- *Child Labor.* Danaher’s 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 No. 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.* It is Danaher policy that all associates work in a clean and safe environment. In the interest of maintaining a safe and healthy workplace, the Company requires 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 must 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 those who do business with us. We are committed to explaining how personal information can be corrected, updated or deleted, and are committed to taking steps to keep personal information secure.

g. Sector-Specific Opportunities.

- *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. We believe that as a manufacturer of life sciences and diagnostics products, 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 addition, Danaher in certain circumstances employs innovative, targeted approaches to address the needs of developing countries, including collaborative partnerships with global organizations. We are committed to reporting on our access to healthcare initiatives in our annual Sustainability Report. We also recognize our responsibilities to ensure the quality and safety of our products from the discovery phase to post-commercialization, and to price our products and solutions responsibly to ensure that they reflect their value.

h. Remediation. We are committed to providing effective resolution to the extent we have caused or contributed to adverse human rights impacts. The Danaher Integrity and Compliance Helpline (“Helpline”) located at www.danaherintegrity.com (together with the other reporting channels identified in our Code of Conduct) are the grievance mechanisms available to associates, business partners and other persons. In particular, the Danaher Helpline offers a secure channel for anonymous reporting of suspected or potential violations of our policies or the law, including without limitation the policies and laws referenced in this Policy. We support individuals who, in good faith, provide information relating to reports of suspected or potential misconduct and will not tolerate threats or acts of retaliation.

i. Application, Governance and Communication. Please see Section 12 of this Policy for a discussion of the applicable scope of this Policy (including this Human Rights section), executive management approval of this Policy (including this Human Rights section) and our commitments relating to communication of this Policy (including this Human Rights section).

3. EHS

a. Background. Environment, health and safety (EHS) management refers to the practices that protect the environment and the health and safety of the people in and around our workplaces—key elements of being a responsible corporate citizen and a resilient business. Effective EHS management requires clear policies and processes that enable risk-based assessment, minimization of environmental impacts and control of health and safety hazards.

b. Relevance. Our commitment to associate health and safety and the protection of the environment is grounded in our Core Value “The Best Team Wins,” and in our Mission Statement, which provides: “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. We are committed to helping generations of stakeholders realize life’s potential.” We know that we cannot attract and retain the talented individuals we need to achieve our aspirations of global science and technology leadership without providing a safe, healthy working environment. And we recognize that helping generations of stakeholders realize life’s potential starts with caring for our planet.

c. Our Position.

- Legal compliance is the foundation of our license to operate. Each of our operating companies is required to determine and comply with all EHS regulatory requirements applicable to its operations.
- We actively promote an EHS culture of accountability, education and transparency and are committed to creating EHS awareness throughout our organization. We foster an EHS culture where every associate is responsible for their safety and the safety of others. We require in-scope associates in our EHS, facilities manufacturing & operations and specified other functions to participate in annual training focused on environmental, health and safety awareness and on Danaher’s EHS program.
- We use our DBS 4E-Hazard Control Toolkit to assess and mitigate health and safety risks. Specifically, our objective is to use the Toolkit to eliminate serious injury and fatality (SIF) exposures while also reducing all types of incidents. For risks that could lead to serious injuries or fatalities, we seek to follow the hierarchy of controls, favoring elimination of the risk, substitution or engineering controls over administrative controls.
- We use a global EHS data management system to collect and maintain key EHS data from our operating companies. We are committed to using this data to gain insights that help us anticipate and proactively mitigate risks that could lead to incidents or non-compliance, and assess our progress in reducing our environmental impact.
- EHS assessments are an integral part of our property and business acquisition due diligence processes, and we have processes to integrate newly acquired businesses into our EHS program. We also seek to integrate EHS principles into our other business practices where feasible.
- We strive to continually improve our EHS performance by setting EHS improvement goals, including goals to reduce Danaher’s impact on the environment and reduce health and safety incidents. We review our progress against these goals on a regular basis at multiple levels of the organization, including site, operating company,

platform and Danaher-wide.

- We seek to leverage DBS to support our EHS program and goals, including by developing EHS-specific DBS tools (such as the 4E Hazard Control Toolkit, the DBS Energy Management Toolkit and the DBS Waste Minimization Toolkit) and by leveraging the full suite of DBS tools as applicable.
- To help drive business sustainability, we require our operating companies to have business continuity and disaster preparedness plans.
- We are committed to reporting regularly on environmental issues and on the progress and performance of our EHS program (1) to our internal and external stakeholders through our annual Sustainability Report, and (2) to our internal stakeholders through other regular communications.
- Danaher Corporation’s Senior Vice President-General Counsel has overall executive-level oversight responsibility for Danaher’s EHS program.

d. Application, Governance and Communication. Please see Section 12 of this Policy for a discussion of the applicable scope of this Policy (including this EHS section), executive management approval of this Policy (including this EHS section) and our commitments relating to communication of this Policy (including this EHS section).

4. Climate, Waste and Water

a. Background. In the field of climate science, there is consensus that human activity is increasing the concentration of greenhouse gases (GHGs) in the earth’s atmosphere, which is forcing the climate to change. In addition, poor environmental health is a significant threat to human health. Climate change is adversely impacting health both directly and indirectly, such as by increasing extreme weather events and chronic impacts such as drought. Air, water, and soil pollution; improper waste management; and degradation of ecosystems also negatively impact human health.

Risks resulting from a changing climate also have the potential to negatively impact economies around the world. The environmental risks of acute and chronic weather events, accelerating biodiversity loss and failures of climate-change mitigation and adaptation could result in disruption of critical infrastructure and global supply chains. The potential financial impact of these risks is significant to the global economy and is a compelling driver for businesses to act.

b. Relevance. Our Mission Statement provides a clear and compelling articulation of our responsibility to the environment: “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. We are committed to helping generations of stakeholders realize life’s potential.” We believe that the health of people is inextricably linked to the health of the planet. As a global science and technology company, we remain committed to improving the environment where we live, work and sell our products today—and for generations to come.

c. Our Position. We have a responsibility to help abate climate change and environmental degradation. Businesses have an important role to play in responding to climate change by implementing voluntary reductions of GHGs within their control and encouraging mitigation and adaptation activities outside of their immediate control where they may have influence. Companies should continually strive to improve the efficiency and sustainability of their operations, products, and services—not only to avoid the consequences of a changing climate but also to improve the cost effectiveness and resilience of their business.

d. Our Commitments. Danaher is committed to:

- monitoring and measuring our energy consumption, GHG emissions, waste generation (with respect to both hazardous/regulated waste and non-hazardous/non-regulated waste) and water consumption;
- reducing our carbon footprint and hazardous/regulated and non-hazardous/non-regulated waste generation and establishing management programs to facilitate such reductions;
- setting goals and deadlines for reducing GHG emissions, energy consumption and the percentage of non-hazardous/non-regulated waste sent to landfills or incinerators;
- ensuring the availability of information and resources to meet our goals, and reporting regularly and transparently on our progress toward those goals;
- engaging our suppliers to improve transparency and collaboration, and encourage the minimization of the environmental impact—including the carbon footprint—of our purchased goods;
- improving our assessment of the business risks associated with a changing climate and integrating them into our risk assessment and mitigation programs and business continuity planning programs to help ensure that we can continue to meet our customer needs;
- recognizing and supporting the need to maintain the biodiversity of our planet;
- complying with all relevant laws and regulations; and

- providing products and services that help our customers positively impact, an/or reduce negative impacts on, the environment.
- e. Management Programs. We have developed two DBS toolkits specific to the goals of reducing energy consumption, GHG emissions and waste generation in our operations:
- The *DBS Energy Management Toolkit* guides our facility-level teams in identifying, prioritizing and implementing measures that improve energy efficiency and reduce GHG emissions. The toolkit is used to establish a thorough understanding of energy consumption and identify areas for improvement in the form of an Opportunity Assessment. Energy management action plans are then developed and implemented using the suite of DBS tools as applicable.
 - The *DBS Waste Minimization Toolkit* guides our facility-level teams in evaluating current-state waste generation, identifying opportunities for improvement and implementing comprehensive waste elimination and minimization strategies. The toolkit follows the waste management hierarchy of controls—avoid, reduce, reuse, recycle, recover energy, treat and dispose. Waste management action plans are developed and implemented based on this framework.

We are committed to continually improving upon and utilizing these toolkits and continually improving how we leverage DBS to minimize our impact on the environment. We expect Danaher associates to use these toolkits and other DBS tools as appropriate to help achieve our established goals and objectives relating to environmental impact.

f. Application, Governance and Communication. Please see Section 12 of this Policy for a discussion of the applicable scope of this Policy (including this Climate, Waste and Water section), executive management approval of this Policy (including this Climate, Waste and Water section) and our commitments relating to communication of this Policy (including this Climate, Waste and Water section). Danaher Corporation’s Senior Vice President-General Counsel has overall executive-level oversight responsibility for Danaher’s programs to reduce our environmental impact.

5. Political Involvement and Political Contributions

a. Political Involvement. We believe in the right of our 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. In particular, our Code of Conduct provides 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.

b. Political Contributions. Since 2012, no funds or assets of Danaher have been contributed to or for (1) any political party or candidate, whether federal, state or local, (2) any entity operating under 26 U.S.C. Sec. 527 of the Internal Revenue Code, (3) any entity organized under 26 U.S.C. Sec. 501(c)(4) of the Internal Revenue Code, (4) any ballot measure or (5) any public communication that expressly advocates the election or defeat of a political candidate (“Political Purposes”). Danaher has no intention of contributing any company funds or assets for political purposes; any contribution of company funds or assets for political purposes would require approval by Danaher’s President and CEO.

c. Trade/Industry Associations. Danaher belongs to and pays dues to certain U.S. trade and industry associations. Company policy is that each such association may use no more than \$25,000 of Danaher’s dues in any calendar year for political purposes, and Company policy further requires communication of this policy to the associations of which it is a member.

d. Application, Governance and Communication. Please see Section 12 of this Policy for a discussion of the applicable scope of this Policy (including this Political Involvement and Political Contributions section), executive management approval of this Policy (including this Political Involvement and Political Contributions section) and our commitments relating to communication of this Policy (including this Political Involvement and Political Contributions section).

6. Transparency

a. Background. We believe all companies, especially publicly-traded companies, should be accountable to their stakeholders for their business activities. Transparency in financial and other dealings demonstrates accountability, fosters trust and enables stockholders and other stakeholders to make informed decisions about their interactions with a company.

b. Relevance. Danaher believes in conducting our business with integrity and earning the trust of the people we serve. For us, this includes a commitment to complying with applicable legal and regulatory requirements, and upholding the highest ethical standards in every aspect of our business and in every market where we operate. Part of doing so is being transparent about the way we do business and the way we comply with laws and regulations.

c. Our Position. Danaher values transparency as the foundation of trust-building with all those engaged in any way with our business. We strive to hold ourselves accountable by providing information about how we function across our businesses and markets. Our policy is to comply with all of the reporting requirements of the regulatory bodies governing our businesses, and in addition we publish a wide range of voluntary disclosures. Key disclosures include:

- *Financial Disclosures:* We are required to report on our financial results and other material disclosures by the applicable rules of the Securities Exchange Commission (“SEC”) and the listing standards of the New York Stock Exchange. Our SEC filings are available on Danaher’s public website.
- *Sustainability Disclosures:* We publish our annual Sustainability Report and strive to include content in line with leading global standards (e.g., Global Reporting Initiative, SASB, TCFD, UN SDGs) covering a broad range of non-financial updates and performance, including associate demographic data. We also annually complete the CDP Climate Change and Water Security questionnaires.
- *Payments to Healthcare Providers:* In the United States, each of our healthcare companies publishes aggregated financial data under the Physician Payments Sunshine Act, a national disclosure program within the Centers for Medicare & Medicaid Services (CMS) that 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 (including Connecticut, Massachusetts and Vermont). In Europe, we comply with the Disclosure Guidelines of the MedTech Europe Code of Ethical Business Practice as well as other 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.
- *Clinical Data Transparency:* We support 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 across the globe.
- *Tax Transparency:* We take our responsibility as a good corporate citizen seriously, including paying our fair share of taxes, among them corporate income taxes, employment tax, social contributions, import and customs duties, and indirect taxes. We value and strive for cooperative and transparent relationships with taxing authorities. Please refer to the Danaher Global Tax Strategy for more detail.
- *Policies and Positions:* We publish our Sustainability Policy and sustainability-related policies on our public website. These policies address a wide range of sustainability and environmental, social and governance topics so that our stakeholders can know where we stand on important sustainability issues.

d. Application, Governance and Communication. Please see Section 12 of this Policy for a discussion of the applicable scope of this Policy (including this Transparency section), executive management approval of this Policy (including this Transparency section) and our commitments relating to communication of this Policy (including this Transparency section).

7. Stakeholder Engagement

a. Background. Stakeholder engagement refers to the way a company interacts with those who influence and are influenced by its business activities. Such targeted interaction is necessary for a business to be fully informed of the way its activities are making a difference on individuals, communities and the planet, so that it may address needs and concerns arising from stakeholder feedback. By being attentive and responsive to stakeholders, a business can gain new insight that may inform business planning, shape its strategies to incorporate stakeholder needs where possible, and build

trust with stakeholders through positive and interactive relationships.

b. Relevance. Our Mission Statement provides: “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 is critical to understand stakeholders’ long-term interests. Danaher is committed to engaging with a variety of stakeholders, including associates, investors, communities, customers and other business partners, to understand their expectations of Danaher and the different ways our activities impact them (including with respect to environmental issues). Engagement with stakeholders makes our Company stronger and better informed. It helps us gain valuable insight into our stakeholders’ perspectives and the topics that matter to them, and better enables us to develop products and solutions that are responsive to their needs. This engagement also allows us to share information about our Company’s strategy, practices and performance.

c. Our Position. The relationships we cultivate with our stakeholders are vital to both our business strategies and our sustainability approach. Our practice of stakeholder engagement is essential to building successful business plans and creating long-term value for our stakeholders and society in general. Our approach includes:

- *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 business contribution and impact has a broad reach. We therefore engage with a range of different stakeholders, including associates, customers, shareholders, suppliers, local communities and government entities.
- *Utilizing stakeholder engagement feedback:* We highly value the information and insights we gain from stakeholder engagement and communicate engagement outcomes, as appropriate, to the Danaher Sustainability Committee and to the Nominating & Governance Committee of Danaher’s Board of Directors, to help identify potential risks and opportunities and inform business decisions. We provide updates, where relevant, relating to stakeholder engagement 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.
- *Targeted engagement to define our sustainability priority topics:* Periodically, in addition to our stakeholder interactions in the regular course of the business, we specifically request stakeholder input to identify and prioritize the sustainability topics that they consider to be most important for Danaher. The aggregation of stakeholder feedback feeds into our sustainability strategy development.
- *Engagement on sustainability reporting:* In order to support the most effective disclosure to meet stakeholder needs, we periodically engage with external consultants and sustainability reporting specialists and invite suggestions for improving our disclosure. At the start of each reporting cycle, we review feedback received and adjust our disclosure where appropriate.

d. Application, Governance and Communication. Please see Section 12 of this Policy for a discussion of the applicable scope of this Policy (including this Stakeholder Engagement section), executive management approval of this Policy (including this Stakeholder Engagement section) and our commitments relating to communication of this Policy (including this Stakeholder Engagement section).

8. Humane Care and Use of Animals

a. Background. Danaher’s subsidiaries sometimes use animals on a limited basis in developing or manufacturing medical devices and products that support scientific research. Danaher is committed to the ethical treatment of animals used for the development or manufacturing of products, and our subsidiaries are required to meet or exceed all regulations applicable to animal use and care.

b. “3R Principles”. Danaher is committed to the “3R” Principles:

- Replacement – replacing live animals with non-animal alternatives whenever possible
- Reduction – using the minimum number of animals possible while still maintaining statistical validity
- Refinement – seeking to modify procedures to limit pain, distress or other adverse effects to animals

c. Institutional Animal Care and Use Committee (IACUC)/Ethical Review. Each Danaher subsidiary that uses animals for the development or manufacturing of products must establish an IACUC, or international equivalent, to advise on, assess and approve protocols and procedures consistent with this Policy.

d. Application, Governance and Communication. Please see Section 12 of this Policy for a discussion of the

applicable scope of this Policy (including this section), executive management approval of this Policy (including this section) and our commitments relating to communication of this Policy (including this section). Danaher Corporation's Senior Vice President-Chief Science Officer has overall executive-level oversight responsibility for Danaher's humane care and use of animals program.

9. Emerging Technologies

a. Background. Technology is fundamental to the value proposition Danaher offers, and the products we develop may include emerging technologies.

b. Our Position.

- We are committed to the safety and efficacy of our products, including any products that may incorporate emerging technologies. We are also committed to complying with all applicable legal and regulatory requirements, and to periodically reviewing this policy statement regarding emerging technologies to evaluate whether any updates are required to comply with applicable law.
- We are committed to being transparent with our customers and other stakeholders regarding any emerging technologies we may develop or incorporate in our products.
- We acknowledge that risks and potential controversies may be associated with emerging technologies, and we are committed to listening to and considering feedback from customers and other stakeholders.
- Any decision by Danaher to develop or incorporate emerging technologies in our products will include consideration of risks and the benefits of such technologies in light of the information available. The ability to perform an activity will not automatically justify the activity. We will strive to design any emerging technology research to produce valued health enhancements or advancement of scientific knowledge while identifying and mitigating relevant risks.

c. Application, Governance and Communication. Please see Section 12 of this Policy for a discussion of the applicable scope of this Policy (including this section), executive management approval of this Policy (including this section) and our commitments relating to communication of this Policy (including this section). Danaher Corporation's Senior Vice President-Chief Science Officer has overall executive-level oversight responsibility for Danaher's emerging technologies program.

10. Bioethics

a. Background. Danaher believes that biotechnology can provide significant benefits to life and that the use of such technology also carries responsibilities. The following principles and processes govern our efforts to research, develop and provide biotechnology products.

b. Our Bioethics Guiding Principles.

- We are committed to the safety and efficacy of our products, including our biotechnology products. We are also committed to complying with all applicable legal and regulatory requirements, and to periodically reviewing this policy statement regarding bioethics to evaluate whether any updates are required to comply with applicable law.
- We are committed to being transparent with our customers and other stakeholders regarding the biotechnologies we develop or incorporate in our products.
- We acknowledge that risks and potential controversies may be associated with biotechnologies, and we are committed to listening to and considering feedback from customers and other stakeholders.
- In researching and developing biotechnologies, we are committed to considering risks and benefits of such technologies in light of the information available. The ability to perform an activity will not automatically justify the activity. We strive to design our biotechnology research to produce valued health enhancements or advancement of scientific knowledge while identifying and mitigating relevant risks.
- We recognize that responsible use of biotechnology is consistent with our strategic goals.
- We strive to operate according to the highest global bioethical standards, including but not limited to:
 - Guidelines for Good Laboratory Practices (GLP) and Good Manufacturing Practices (GMP)
 - Declaration of Helsinki International Ethical Guidelines for Biomedical Research Involving Human Subjects
 - Applicable privacy and data protection standards
- We seek to 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. We are sensitive to issues surrounding research with animals and humans and support adherence to ethical

standards in the research, development, manufacture and sale of our products.

- We actively participate in public discussions and professional forums relating to biotechnology and bioethics, and we contribute to the scientific community by publishing research results.
- We strive to promote bioethical awareness within Danaher.

c. Application, Governance and Communication. Please see Section 12 of this Policy for a discussion of the applicable scope of this Policy (including this section), executive management approval of this Policy (including this section) and our commitments relating to communication of this Policy (including this section). The Science and Technology Committee of Danaher’s Board of Directors is responsible for overseeing Danaher’s bioethics policies and practices, and our Senior Vice President-Chief Science Officer periodically updates the committee on matters involving bioethics and biotechnologies. At the management level, our Chief Executive Officer is responsible for the management of the Company, including its bioethics policies and practices. He is supported in the management of these issues by our Executive Vice Presidents, our Senior Vice President-Chief Science Officer and our Senior Vice President-General Counsel.

11. Risk Management

a. Relevance. While risk-taking is essential to growing a business, prudent risk management is necessary to deliver long-term, sustainable shareholder value.

b. Our Commitment. We are committed to comprehensively inventorying and (as appropriate) mitigating key risks across our company, and in doing so supporting improved decision-making and the building of better, more resilient businesses.

c. Management Program. Our annual Enterprise Risk Management (ERM) program is the key management program that underpins our risk management function. The ERM program classifies risks into five major categories (Operational, Strategic, Financial and Accounting, Compliance and Information Technology/Security) and includes a methodology for scoring identified risks based on probability, severity and velocity of impact; a framework for developing countermeasures for key risks; a process for assigning responsibility and deadlines for the implementation of such countermeasures, and re-assessing such risks following implementation of the applicable countermeasures; and 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. The program also incorporates ERM-specific Danaher Business System tools, including an action plan template and a “bowler” methodology used to track improvements in key risk metrics. The Audit Committee of Danaher’s Board of Directors has Board-level oversight responsibility for Danaher’s risk management processes and reviews the ERM program on a periodic basis.

12. Application, Governance and Communication

a. Application. This Policy (including each individual section thereof) applies to Danaher Corporation and all of its directly and indirectly controlled subsidiaries worldwide, and each of their respective associates.

b. Governance. This Policy (including each individual section thereof) has been approved by Danaher Corporation’s President and Chief Executive Officer and Senior Vice President-General Counsel.

c. Communication. Danaher commits to communicating this Policy (including each individual section thereof) to its associates and external stakeholder through Danaher’s intranet, external website, annual Sustainability Report and other channels. We also commit to reporting on Danaher’s progress and impact with respect to the elements reflected in this Policy in our annual Sustainability Reports.

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