



Diversity, Equity and Inclusion Policy

A key element of Danaher’s strategy is to provide innovative solutions that solve our customers’ most complex challenges. We know that diverse and inclusive teams create real breakthroughs because they allow room for big ideas, encourage all voices to be heard equally and facilitate diverse perspectives. At Danaher, we seek to continuously improve and sustain a diverse and inclusive culture free of systemic bias, and to create a work environment in which all associates feel that they belong. We are committed to reflecting these objectives in our actions, our values and the language we use every day in interactions with our associates, customers, and communities around the world.

This Diversity, Equity and Inclusion Policy (the “Policy”) sets out the principles upon which Danaher’s D+I program is based and the requirements applicable to our employees (whom we refer to as “associates”) and businesses. This policy applies to (among other topics) our practices and policies on talent acquisition and selection; compensation and benefits; development and training, career growth, associate engagement and inclusion; and transitions. In this Policy, we refer to Danaher and its directly and indirectly controlled subsidiaries worldwide as “Danaher”.

Our D+I strategy is based on four guiding principles:

Many voices.
One shared purpose.



- **We are diverse and value our differences:** If we increase our diversity and leverage that diversity, we expect to see more innovation and growth.
- **We are dedicated and committed to a culture of inclusion and belonging:** There are no limits when people feel that they belong and thrive here, and we need to keep building an inclusive culture.
- **We are active community partners:** it is important to align what we do internally on D+I with what we do externally.

- **We are transparent and hold ourselves accountable:** This pillar holds true in every aspect of our business, including D+I. Every Danaher associate needs to commit to the D+I journey and work towards achieving Danaher’s D+I goals.

Policy Guidelines

Danaher’s Shared Purpose. Our Shared Purpose is **Helping Realize Life’s Potential**. It started as an idea for a better way, but like all powerful ideas, it evolved into a passion. At Danaher, we view every challenge as an opportunity. We are on a constant quest to make things better – for our customers, our company, and the world.

D+I Vision. Building on Danaher’s Shared Purpose, our D+I Vision is simply: **Many voices. One shared purpose.** We are each unique, we each have our own story and talents to share, and we each want to belong. Ensuring our organization is diverse provides deeper customer insights, sparks innovation, and can create a competitive advantage in the markets we serve. By attracting, developing, and engaging the best team of diverse, empowered associates, we help realize life’s potential for ourselves, our customers, our shareholders and our communities.

Training. Danaher’s learning library features D+I courses on topics such as unconscious bias, activating inclusion and people leader accountability. Our D+I Associate Resource Groups (ARGs) also offer educational training, coaching, mentoring and reverse-mentoring for our underrepresented associates, +Friends and Allies.

Associate Responsibilities. D+I is every associate’s responsibility at Danaher. In an inclusive culture, every associate feels empowered to harness their unique talents and contributions. Every associate must contribute to building our inclusive culture by:

- Being an active “Friend”, defined as one who actively supports and defends the rights, interests, and wellbeing of another person or group
- Creating a psychologically safe space by encouraging ideas, questions, critiques, concerns, and providing space for those to be heard
- Being present and curious. Listening to, seeing, and acknowledging others
- Helping to create a culture of respect, inclusion, collaboration, dignity and fairness
- Recognizing that we all have unconscious bias that affects how we see and treat others
- Being committed to the ideas of diversity, equity and inclusion and to learning, improving and striving for better

People Leader Responsibilities. People Leaders play a critical role in improving diversity and promoting an inclusive culture. Their responsibilities include but are not limited to:

- Leading by example and being a role model for doing the right thing
- Understanding the value of a diverse team/workforce and, in the context of recruitment, considering a diverse slate of both internal and external candidates against role requirements
- Creating a psychologically safe space by encouraging ideas, questions, critiques and concerns, and providing space for those to be heard
- Fostering an environment where everyone feels that they belong, and feels motivated and enabled to do their best
- Mitigating unconscious bias in employment decisions and talent practices, including performance and development assessments, compensation and hiring

- Ensuring that the work environment is free from discrimination and bullying and that associates feel comfortable raising concerns without fear of retaliation
- Providing reasonable accommodations for otherwise qualified individuals with a disability and/or with needs related to their religious observances or practices. What constitutes a reasonable accommodation depends on the facts and circumstances of each situation
- Notifying Human Resources (or any other reporting options under Danaher’s SpeakUp! Program) when learning of an associate who may be experiencing discrimination, harassment or bullying
- Committing to individual performance or development objectives focused on D+I as part of the annual Performance for Growth process

Pay Equity. Consistent with the principles above, we are committed to pay equity, including gender and racial/ethnic group pay equity, and seek to ensure through our practices that pay decisions are based on merit. In support of this commitment, our policy is to proactively monitor and measure our pay practices and proactively undertake initiatives toward the achievement of a base pay difference metric (measuring the pay difference between applicable groups) of at least 99%.

Application, Governance and Communication

- a. **Application.** This Policy 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-Human Resources.
- c. **Communication.** Danaher commits to communicating this Policy 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.

Policy revised June 10, 2022