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## California Transparency in Supply Chains Act of 2010 (SB 657)

The California Transparency in Supply Chains Act of 2010 (SB 657) (the "Act") is designed to increase the amount of information made available by manufacturers and retailers regarding efforts to address the issue of slavery and human trafficking.

For the purposes of this document, Danaher Corporation and its subsidiaries are collectively referred to as "Danaher". At Danaher, we remain committed to building our enterprise with integrity and this informs our approach to dealing with our investors, business partners, customers, associates, suppliers, and the numerous communities in which we operate around the world. Danaher is committed to protecting and advancing human rights and it seeks to protect against violations of human rights in its operations and its supply chains. We fully support both the Act and the equivalent anti-slavery and human trafficking legislation in force in the countries in which we operate.

We have a zero-tolerance approach to slavery, forced labor, child labor and human trafficking, and we seek to act ethically and with integrity in all our business dealings and relationships. We expect adherence to the same high standards from our suppliers and other business partners and we expect that our suppliers will hold their own suppliers to the same high standards. Our Supplier Code of Conduct underscores our suppliers' compliance obligations and the consequences for them of non-compliance, as well as spelling out our expectations with respect to their own supply chain.

### **Our Business and Structure**

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

Our business is organized into three segments: Biotechnology, Life Sciences, and Diagnostics. Further details about these segments and the key brands that are included in them can be found in Danaher Corporation's most recent Annual Report, which is posted on Danaher's public website, [www.danaher.com](http://www.danaher.com).

### **Our Supply Chains**

As a global science and technology innovator, Danaher has a complex supply chain that spans numerous jurisdictions. As discussed in further detail below, we seek to work with our suppliers to understand areas of risks relevant to slavery, forced labor, child labor and human trafficking, and we seek to mitigate identified risks as applicable.

### **Our Policies Relevant to Slavery and Human Trafficking**

Danaher's Code of Conduct expresses the fundamental expectation that each Danaher employee acts with the highest level of integrity and in compliance with all applicable laws and Danaher policies. The Code of Conduct also provides specific guidance on how to answer common integrity and compliance questions that arise during the ordinary course of Danaher business.

Danaher's Sustainability Mission Statement emphasizes that "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."

Danaher does not have a policy to require direct suppliers to certify that materials incorporated in the product comply with applicable laws relating to slavery and human trafficking. However, Danaher's Supplier Code of Conduct establishes our expectation that suppliers who do business with Danaher comply with all applicable laws, act with integrity, respect human and employment rights, promote the

safety and health of employees, operate in an environmentally responsible manner, and implement management systems to drive compliance, risk mitigation and continuous improvement.

Our policies relevant to slavery and human trafficking are:

- Danaher's [Code of Conduct](#)
- Danaher's [Sustainable Supply Chain Policy](#)
- Danaher's [Supplier Code of Conduct](#)
- Danaher's [Conflict Minerals Policy Statement](#)

Violation of any Danaher policies, including any policy terms relevant to slavery or human trafficking, may result in discipline up to and including termination of employment.

### **Grievance Mechanism**

Danaher maintains an Integrity and Compliance Helpline to enable our employees to speak up if they know of or suspect any conduct that may compromise our policies or violate applicable laws. The helpline is available to all employees to raise all forms of concern they may have, anonymously if requested, including those relating to human rights issues. Reports to the Danaher Integrity and Compliance Helpline of violations of law or Danaher policies are rigorously investigated.

### **Product Supply Chain Verification; Supplier Auditing**

#### *EcoVadis Supplier Sustainability Assessments*

Danaher contracts with a third-party, EcoVadis, to assess and monitor Danaher's suppliers in the areas of: Environmental, Labor and Human Rights, Ethics and Supplier Sustainability, with the objective of aligning supplier performance with our sustainability values. EcoVadis describes itself as the world's largest and most trusted provider of business sustainability ratings.

#### *Supplier Risk Assessment/Risk Management*

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

- Tier 1 direct material suppliers (as well as Tier 2+ direct material suppliers deemed significant and indirect suppliers deemed significant) are required to be 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 supply chain data monitoring and predictive analytics platform designed to enhance supply chain risk management, 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 leaders and leaders of our operating companies are required to review the program status for their respective businesses on a regular basis.

Danaher's corporate trade compliance function also 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.

Danaher does not conduct independent, unannounced audits of its suppliers.

**Training our Employees**

To help ensure a high level of understanding of the risks of modern slavery and human trafficking in our supply chains and our business, we require procurement employees to participate in annual training on human rights and other key Danaher policies and values, including human trafficking, employee health and safety, responsible environmental practices, anti-corruption, business ethics and data and intellectual property protection.