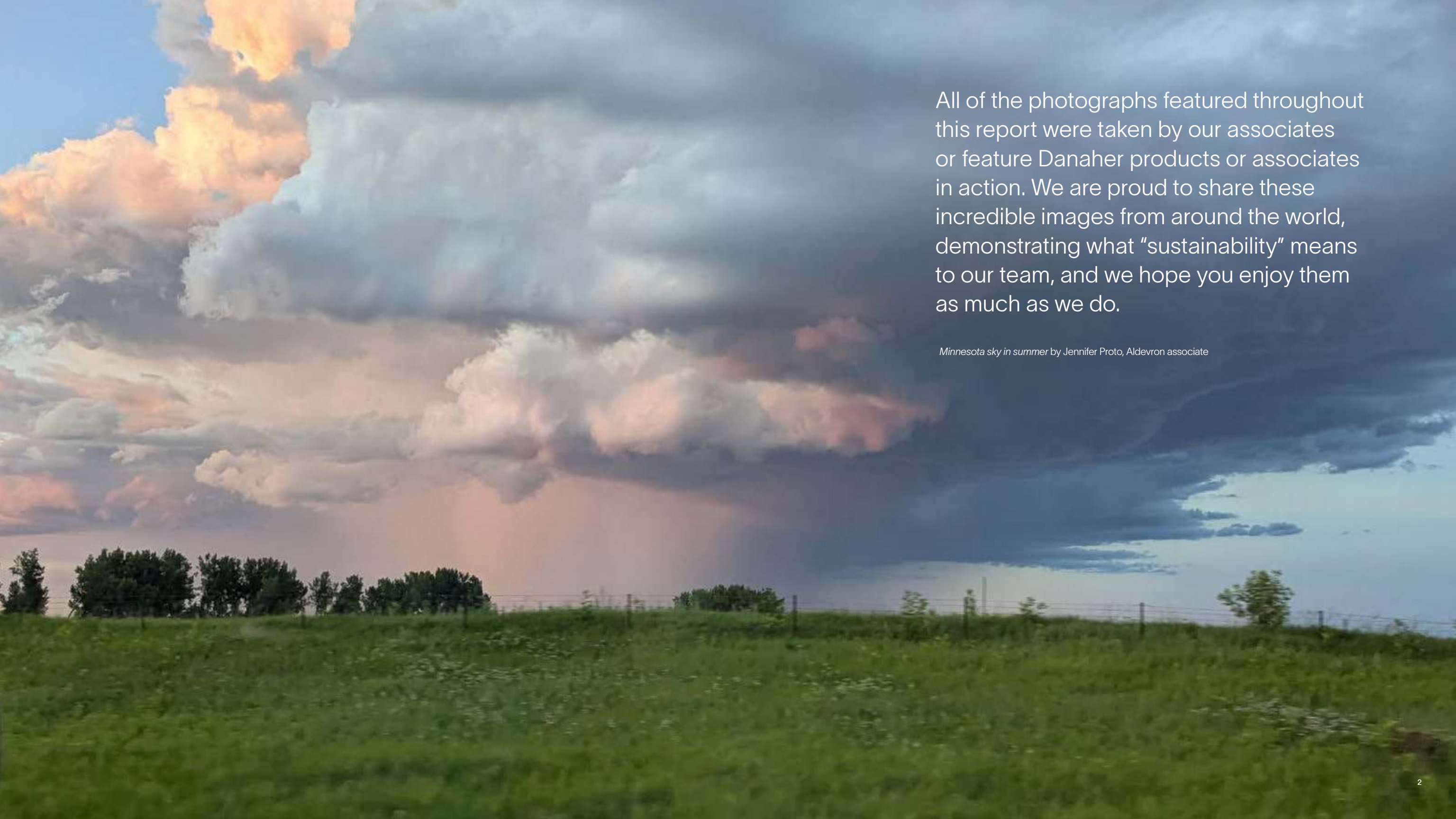




Sustainability Report 2026

Innovation at the speed of life.





All of the photographs featured throughout this report were taken by our associates or feature Danaher products or 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.

Minnesota sky in summer by Jennifer Proto, Aldevron associate

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This report covers the reporting period from January 1, 2025 through December 31, 2025, as well as select subsequent developments. This report also constitutes statutory reporting on corporate responsibility cf. §99A of the Danish Financial Statements Act.

Lighthouse on the edge by Lars Bäckman, Radiometer associate





From Our CEO

At the heart of what we do at Danaher is a belief that science and technology have the power to make the world measurably better—for people today and for generations to come. Our mission to improve human health drives us to help customers accelerate the development of life-saving therapies, advance diagnostics for faster disease identification and treatment, and deliver solutions that enable scientists to focus more on discovery. That same sense of purpose shapes what sustainability means to us. Our Sustainability Mission Statement defines sustainability as “a commitment to considering the long-term interests of our associates, customers, shareholders, business partners, communities and our planet in everything we do.” For us, improving human health and protecting the long-term health of our planet are not competing priorities—they are one and the same.

This report shares the progress we made in pursuit of that integrated vision over the past year. We highlight the product innovations and breakthrough technologies our teams brought to life, from tools that compress the timelines of complex biologic manufacturing to diagnostics that are changing how disease is identified and managed around the world. We celebrate the associates driving these advancements and our continued investment in ensuring that the time they spend at Danaher is professionally and personally rewarding. We detail how the Danaher Business System – the engine behind everything we do – translates our science into measurable progress, underpinning our environmental commitments, including our science-based greenhouse gas emission reduction targets and our path toward net-zero. And we describe how our sustainability efforts extend beyond our own operations and deep into our supply chain, where we are working alongside partners to raise standards and drive shared accountability.

None of what is described in this report happens without the passion, ingenuity and commitment of our associates around the world. That optimism is something I see every day in the people of Danaher, in the customers we serve and in the communities where we operate. Thank you for taking the time to engage with this report and for your continued partnership. I’m proud of what we’ve accomplished together, and I remain deeply energized by what we will accomplish next.

A handwritten signature in black ink that reads "Rainer M. Blair". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Rainer M. Blair

President and Chief Executive Officer, Danaher Corporation

Danaher at a Glance

6	2025 Highlights
7	How We Work
8	Our Sustainability Strategy

Caterpillar of swallowtail on dittany by Werner Wittke, Leica Microsystems associate



2025 Highlights

Danaher is a leading global life sciences and technology innovator committed to accelerating the power of science and technology to improve human health. We work to improve quality of life for billions of people today, while setting the foundation for a healthier, more sustainable tomorrow.

60,000

Associates

15+

Operating Companies

\$24.6 Billion

Danaher Revenue

Danaher comprises businesses across biotechnology, life sciences and diagnostics united by a shared commitment to innovate for tangible impact.

Biotechnology



\$7.3 Billion Revenue

Life Sciences



\$7.3 Billion Revenue

Diagnostics



\$10.0 Billion Revenue

How We Work

Innovation at the speed of life™



“Danaher is built to accelerate idea-to-impact—solving hard problems together, at global scale, with greater speed and impact.”

Rainer M. Blair
President and Chief Executive Officer

Our Core Values

From supporting our customers and creating tomorrow’s breakthrough innovations to developing talented 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
- Innovation** Defines Our Future
- Customers Talk**, We Listen
- We Compete for **Shareholders**
- Kaizen** is Our Way of Life

The Danaher Business System

The Danaher Business System (DBS) has been the foundation of our performance and culture since our company’s earliest days. DBS is how we meet the ever-changing needs of our customers, partners and associates. We seek to continually learn, iterate and improve our processes so we can help our customers solve their greatest challenges. This way of working fuels meaningful advancements—helping us innovate groundbreaking products and solutions, reduce the time needed to bring these products and solutions to market and shrink delivery lead times.

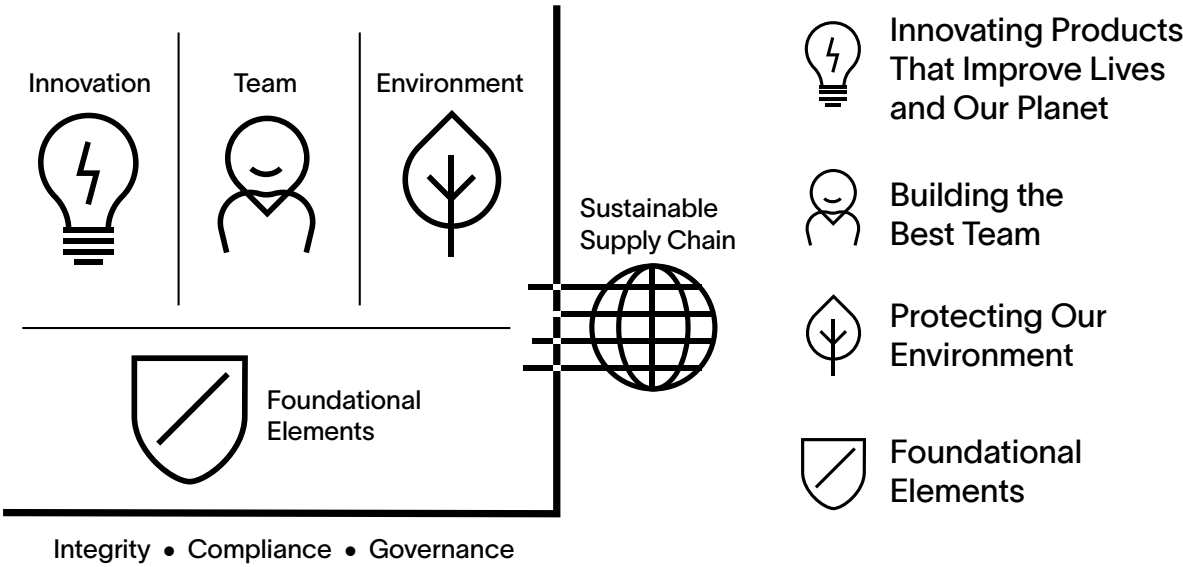


DBS is our system of continuous improvement and the culture that makes it work.

Our Sustainability Strategy

Sustainability Prioritization Assessment

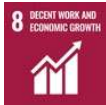
Our sustainability strategy is informed by and grounded in the feedback we continually solicit from our stakeholders, including our periodic sustainability prioritization assessments. Below are our sustainability strategy and pillars, which align with our Core Values as well as key UN Sustainable Development Goals (UN SDGs) under the United Nations 2030 Agenda for Sustainable Development:



For Danaher, 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 2025-2026 Progress	Supporting UN SDGs
	Innovating Products That Improve Lives and Our Planet	• \$1.6 billion in 2025 research & development (R&D) spend • DBS product development tools continued to help support customer sustainability needs • Our products and solutions continued to meaningfully improve quality of life around the world	  
	Building the Best Team	• 60,000 associates in approximately 50 countries • In 2025, our internal fill rate for manager, senior leader and executive roles was 76%, demonstrating the investment we make in associate professional development and the value we place on our team • We continued our commitment to maintaining pay fairness and merit-based pay across the organization globally • We invested more than \$50 million in our communities over the past five years	  
	Protecting Our Environment	• In early 2026, we submitted science-based greenhouse gas (GHG) emission reduction targets to the Science Based Targets initiative (SBTi) for validation, including a long-term target to achieve net-zero value chain emissions by no later than 2050 • Our net-zero commitment complements our existing Scope 1 and 2 GHG emissions reduction goal. Our 2025 Scope 1 and 2 GHG emissions represented a 30% reduction compared to 2021. • In 2025, renewable energy accounted for 70% of the electricity consumed by our operations, compared to 18% in 2021 • We enhanced our enterprise-wide climate risk and opportunity program to align with the International Sustainability Standards Board (ISSB) framework • Our operating companies continued to use the DBS 4E Water Stewardship Tool to support good water management	 
	Sustainable Supply Chain	• In partnership with EcoVadis, we assessed sustainability practices of suppliers representing approximately half of our supplier spend in 2025	 

This table summarizes our 2025-2026 progress. Please click on each example for more detailed information that is provided in this report.



Innovating Products That Improve Lives and Our Planet

11	How We Innovate
14	Our Innovative Products
19	Danaher's Impact

Windmills in the morning frost by Maria Hagbjörn, HemoCue associate



How We Innovate

Innovation Defines Our Future

One of Danaher's Core Values is *Innovation Defines Our Future*. Innovation drives us forward, fueling breakthrough solutions that enhance quality of life today and set the foundation for a better world for future generations.

Innovation at Danaher is the outcome of the right strategy, processes and culture.

The DBS Innovation Engine encompasses all of these elements and is part of a larger suite of integrated, function-specific DBS management programs and tools. The DBS Innovation Engine is a rigorous, holistic management program that encompasses tools to bring our innovation strategy, organization, talent and culture to life.

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 that drives 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 the powerful tools described above, 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 the sustainability requirements of our customers and the needs of our planet and our communities.

We have 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 support the identification of the capabilities and analytical framework required to achieve valuable product differentiation based on sustainability.

Customer insights

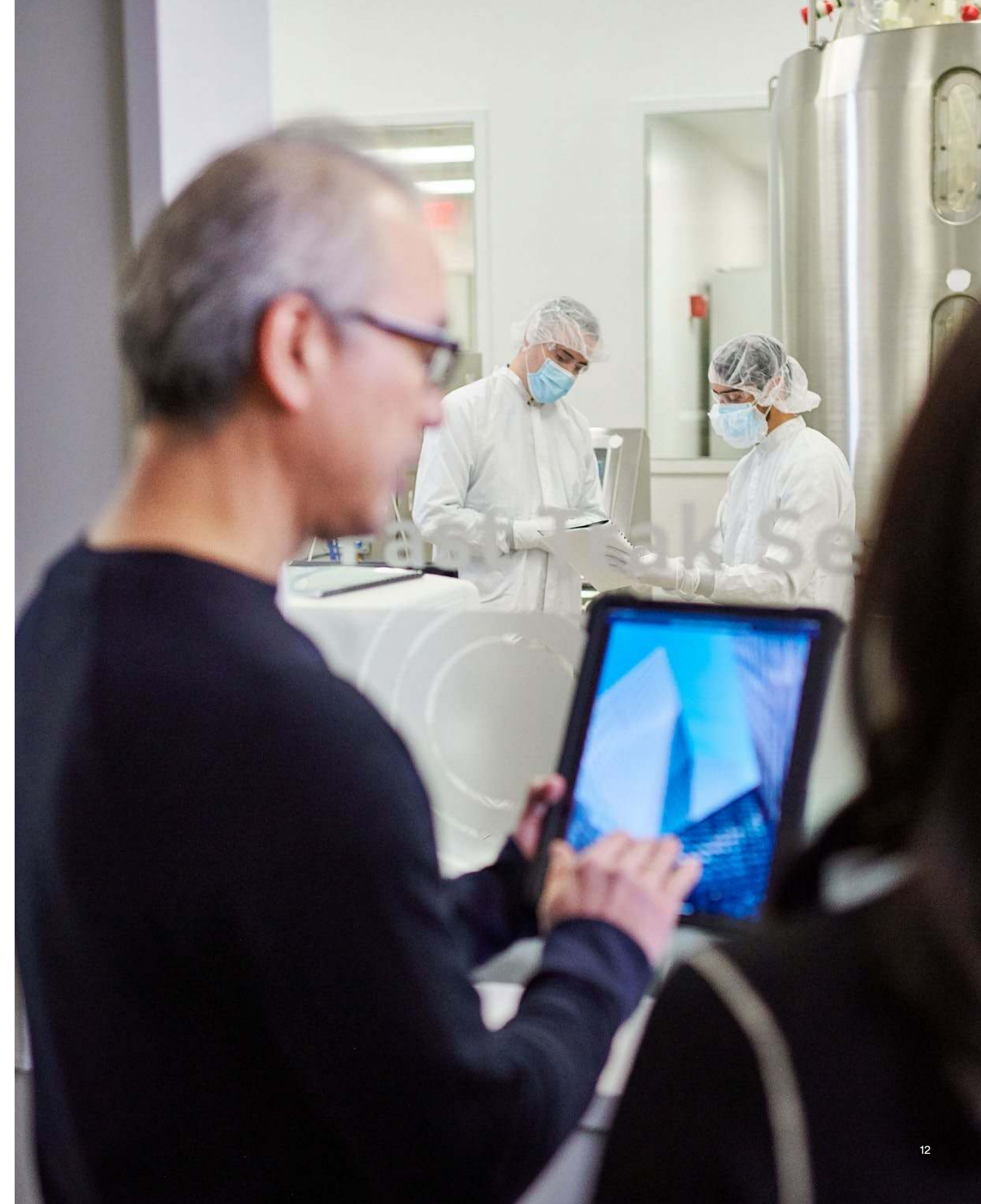
Our customer insight tool updates prompt analysis of customer frustrations to identify sustainability-related needs.

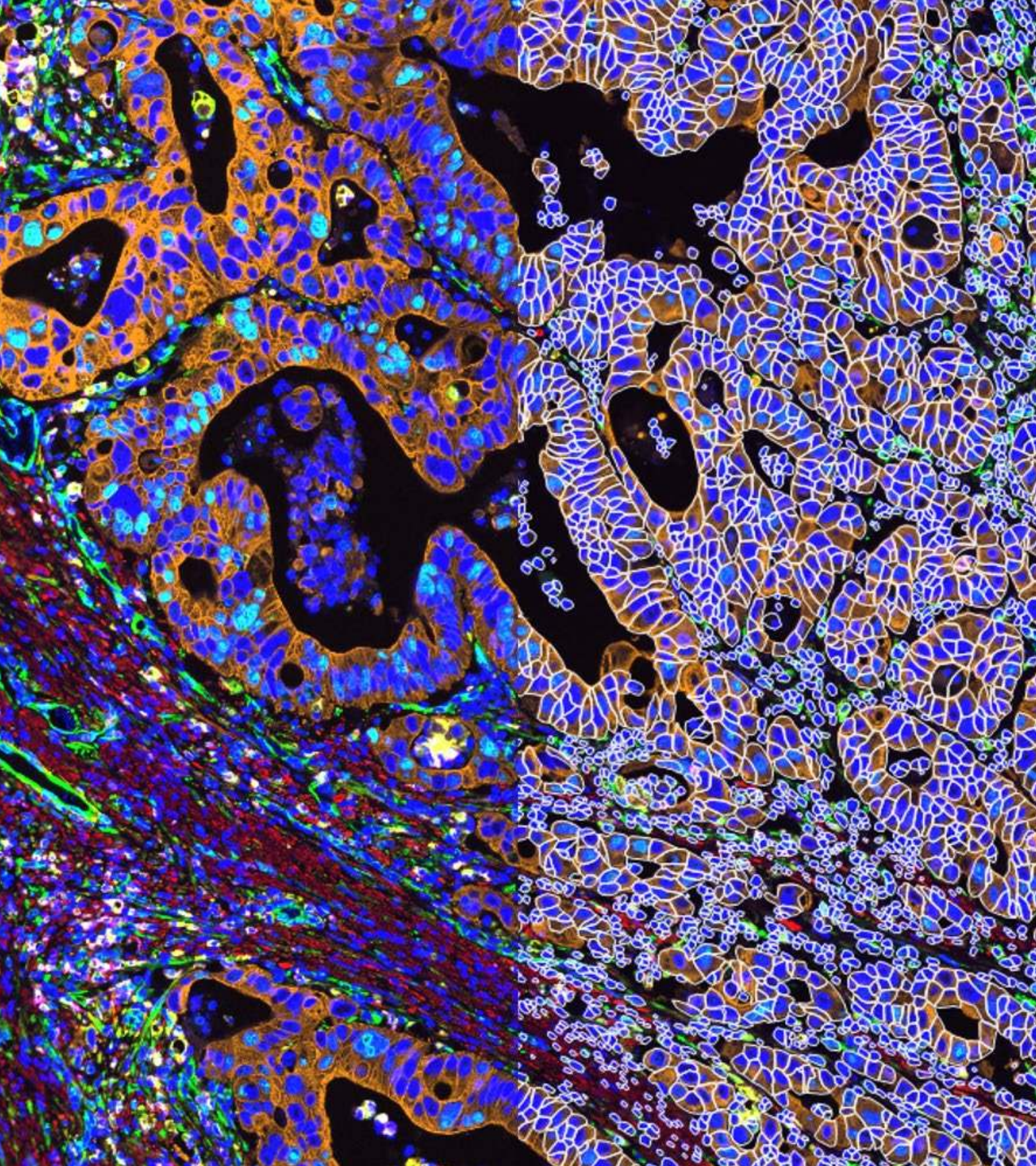
Product definition and testing

Our product definition and testing tools have been updated to prompt consideration of product attributes that will address customer sustainability priorities.

Product design and launch

Our product design and launch tool updates are designed to support the embedding of sustainability 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.





Innovation at the Speed of Life— DanaHER's Approach for our AI-Enabled Era

In the decade ahead, we believe biomedical science will look less like a linear pipeline and more like a connected network—one in which discovery, translation and diagnostics continuously inform one another at speed and scale.

The convergence of AI, data science and automation is reshaping how disease is detected earlier, understood more precisely, treated more effectively and monitored more continuously. At DanaHER, this transformation aligns with our ambition to innovate at the speed of life, while grounding progress in long-term commitments to customers, associates, communities and the planet.

Scientific progress increasingly depends on connecting what was once fragmented: multi-omics data, imaging, clinical insights, workflows and real-world outcomes. We see a future where detection becomes more sensitive and less invasive, insights flow where they are most needed and AI-enabled analysis informs therapeutic decisions for maximum impact on patients' lives. By connecting data, instruments, assays and software, we believe we can help customers move faster with greater confidence—whether they're building the future of precision diagnosis, transforming bioprocessing for a lower-carbon future or achieving world-firsts in therapeutics development. At DanaHER, this evolution is powered by DBS. DBS enables disciplined experimentation, rapid learning and consistent execution, ensuring innovation moves efficiently from idea to impact.

The future of biomedical science will be shaped by connection, collaboration and continuous improvement. DanaHER's role is to help make that future real by building the systems, technologies and partnerships that enable meaningful progress.

Our Innovative Products

In the following pages, we offer examples of breakthrough innovations in each of our business segments and data to quantify the tremendous positive impact Danaher has on quality of life around the globe.

The rigorous process that underlies innovation at Danaher gives us confidence in our ability to continue delivering meaningful impact, and that the best is yet to come.

Biotechnology Segment

Transforming Bioprocessing for a Lower Carbon Future

The capture step is one of the steps in the workflow for producing monoclonal antibodies (mAbs) that contributes to the overall carbon footprint of mAb production. **Cytiva's** MabSelect™ PrismA protein A resin has the potential to reduce GHG emissions from mAb production by up to 90% compared to processes that use other resins, depending on site-specific factors such as process configuration and geographic location.

Because the resin lasts longer, it can be reused more times and process more material. This can save resources, lower environmental impact and reduce overall costs—providing significant value to customers. This innovation supports high-performance biomanufacturing while enabling meaningful greenhouse gas emission reductions.

High-Capacity mRNA Purification in Minutes, Not Hours

Purifying mRNA has traditionally been slow and inefficient. Previous methods rely on tiny beads that trap RNA in small pores, which slows the process down and can leave valuable material behind. The industry needed a faster way to capture mRNA without sacrificing yield.

Cytiva addressed this challenge with the Fibro™ dT platform. Instead of beads, it uses a sponge-like, fibrous material made from cellulose – the same basic material found in paper – designed with wide, open pathways that let mRNA flow through easily rather than getting stuck. This open structure allows mRNA to be captured and purified in under 15 minutes per cycle, while consistently recovering more than 80% of the target material. By speeding up the process and reducing RNA loss and waste, Fibro™ dT supports more reliable, scalable production of mRNA-based therapies—helping bring life changing medicines to patients faster.

Making Small-Batch Biomanufacturing Easier

As drug developers increasingly work with smaller but more complex molecules, existing manufacturing systems are often inefficient, costly and difficult to scale at low volumes. **Cytiva's** newly launched ÄKTA readyflux™ TFF System 500 addresses this gap by enabling efficient, small-scale manufacturing for molecules like monoclonal antibodies and recombinant proteins and advanced therapies such as gene therapies, complex biologics, mRNA and ADCs—which deliver therapeutics directly into disease target cells. The single-use, easy-to-operate system helps customers reduce operational complexity, improve consistency and smoothly scale from development to commercial production, supporting faster time to market and greater operational efficiency.





Life Sciences Segment

DBS Drives Breakthrough in CRISPR Therapy



In 2025, Danaher operating companies **Integrated DNA Technologies (IDT)** and **Aldevron** manufactured the world's first personalized mRNA-based CRISPR therapy for "Baby KJ" – an infant with a life-threatening genetic disorder – achieving the milestone three times faster than the standard timeline for gene-editing drug products. Through close collaboration with partners at Children's Hospital of Philadelphia, the Innovative Genomics Institute and Acuitas Therapeutics, our teams applied DBS tools to remove barriers, accelerate decision-making and compress a manufacturing process that typically takes 18–24 months into less than six months.

Aldevron produced the mRNA used in the treatment and helped package it into lipid nanoparticles, which deliver it into KJ's liver cells. Inside the cells, the mRNA provides instructions that support the gene-editing process. IDT scientists designed the guide RNA that directs this process to the specific genetic mutation and provided regulatory support for KJ's treatment. This breakthrough demonstrated how disciplined innovation, operational excellence and cross-company collaboration can translate cutting-edge science into urgent clinical impact.

Scaling Human-Relevant Science with Automation and AI



As labs shift toward using human-relevant models like organoids to test and develop new therapies, the manual cultivation of cell culture has become a major barrier to consistency, scale and readiness for clinical development.

15 months after receiving the world's first personalized gene-editing therapy, KJ Muldoon is thriving. Just before Christmas last year, he took his first steps.

Organoids and other 3D human-relevant models are gaining traction because they better replicate human biology than traditional 2D cultures and can help reduce reliance on animal testing in early-stage research. However, these models are highly sensitive to differences in handling, timing and culture conditions, making manual workflows difficult to reproduce consistently across operators and labs. **Molecular Devices** CellXpress.ai® Automated Cell Culture System removes that bottleneck with an AI-powered solution that reduces hands-on work in real lab workflows. By standardizing decisions and capturing institutional knowledge within the platform, it reduces variability and reliance on individual operators, while reliably generating large quantities of high-quality biological material. The result is a consistent, scalable foundation that brings rigor and repeatability to modern cell culture workflows.

New Standard in Accurate Mass Quantitation



In 2025, **SCIEX** raised the bar for life science analytics with the launch of the ZenoTOF 8600 system, a leap forward in mass spectrometry. Mass spectrometry is an analytical technique used to identify and measure molecules and the ZenoTOF 8600 system combines proven resolution and speed with dramatically improved sensitivity, helping scientists gain answers faster. Customers report identifying up to 30–40% more compounds, enabling them to turn data into clearer insights about how biological systems work. This breakthrough helps scientists move beyond simple detection to understanding what truly matters: biological discoveries that can lead to measurable advances in human health.

Supporting Decarbonization Technologies



Decarbonization is now omnipresent across society, extending even to some of the hardest-to-abate industries, such as cement manufacturing—one of the world's largest sources of GHG emissions. Pall's Energy+ business continues to support this transition by providing critical filtration solutions that enable foundational decarbonization technologies, including carbon capture, biofuels, green hydrogen, wind energy, lithium battery production and other emerging low-carbon systems. Over the past year, Energy+ has made meaningful progress in advancing an innovative Pall flue gas filtration solution, enabled by additive manufacturing ("3D printing"), designed to improve the efficiency and reliability of carbon capture in energy-intensive industries such as cement, steel, refining and power generation. The technology has been successfully validated through laboratory testing and extended pilot operation at a cement plant operated by an industry leader, demonstrating ultra-high particulate removal efficiency, stable operation and robustness under real-world conditions—bringing the solution closer to commercial readiness. Building on this progress, Pall has secured external funding and a committed host site to advance an engineering-scale pilot during 2026-2027, positioning the technology for potential commercial deployment starting 2028. Through close collaboration with leading customers and operators, Energy+ is delivering practical decarbonization solutions that make a positive, lasting impact on humanity.

Diagnostics Segment

Enabling Patient-Centered Care with Targeted Clinical Testing



Gastrointestinal infections such as E. coli, Salmonella and Norovirus are a common cause of illness worldwide, with millions of acute cases each year. Traditional testing methods can slow decision making and strain laboratory resources, while some multiplex molecular tests add complexity with results that aren't always clinically actionable. The **Cepheid Xpert® GI Panel** is designed to address these challenges, delivering rapid results for 11 clinically-relevant pathogens with less than one minute of hands-on time. Its balanced approach to clinical and operational needs helps laboratories streamline workflows, improve turnaround times and provide timely, actionable answers that support informed clinical decision-making and help clinicians act with greater confidence, contributing to high-quality patient care.

Supporting More Accurate Women's Health Diagnosis in the US



Each year, about 10 million healthcare visits by women in the US relate to vaginitis symptoms. Diagnosing the cause accurately and quickly has long been challenging, as centralized molecular tests may have longer turnaround times that can delay treatment. **Cepheid** recognized the need for a smarter approach and developed a way to support accurate diagnosis of common causes of vaginitis during the initial patient visit. The **Xpert® Xpress MVP** test is designed to aid differential diagnosis using clinician- or self-collected vaginal swabs. It detects targets associated with bacterial vaginosis, Candida species and *Trichomonas vaginalis* in about one hour, offering a single-test approach that may simplify overlapping presentations, reduce the need for multiple doctor's office visits and help clinicians move more quickly from testing to treatment decisions.

Powering the Future of Precision Cancer Diagnostics & Therapies



With estimates showing that 1 in 5 people will develop cancer in their lifetime, the need for fast, accurate pathology insights has never been more urgent. Digital pathology is essential to reducing delays and strengthening diagnostic confidence, and **Leica Biosystems** is driving this transformation through an expanding, interoperable suite of digital pathology solutions that helps teams connect imaging, data and analysis across the workflow. Recent innovations in digital pathology – including Aperio HALO AP and the Aperio AI Store – unify AI-powered image management and advanced analytics within a single workflow to enhance precision and efficiency. Building on its comprehensive ecosystem, anchored by the Aperio GT 450 digital scanner, Leica Biosystems continues to broaden access to high-quality imaging with additions such as the Aperio CS5, Aperio FL and Aperio 180, with further launches planned throughout the year. Through close partnerships with leading pharmaceutical organizations, these advancements reinforce Leica Biosystems' role as a trusted industry leader supporting precision medicine and improved patient outcomes worldwide.





Access to Healthcare

Access to healthcare and innovative medical technologies is a critically important focus for the global health community and Danaher. One of the most significant opportunities we have to improve healthcare access is through our innovation investments, enabling us to create products and solutions that support the discovery and development of life-saving treatments and diagnostics and help bring them to patients more efficiently.

Cepheid GeneXpert® System Enables Cervical Cancer Care in Bangladesh



Cervical cancer can be preventable and treatable when detected early, yet it remains a major global health challenge, with over half a million women diagnosed each year. The burden is greatest in low- and middle-income countries, where limited access to screening contributes to high mortality. In Bangladesh, women living in the river-based Chars region face even greater barriers due to isolation and scarce medical resources. To help address this need, NGOs Friendship and Female Cancer Foundation partnered with the PRESCRIP-TEC initiative to bring community-led cervical cancer screening and treatment to this remote region. Front-line teams incorporated **Cepheid's** GeneXpert® and Xpert® HPV test into their protocol, enabling rapid, on-site testing to support same-day treatment decisions and expand access to essential care for women in underserved communities.

Expanding Access to Rapid Kidney Function Testing



Acute kidney injury (AKI) is a common and serious complication among hospitalized patients and early identification and subsequent intervention can be vital to improve patient outcomes. Timely assessment of kidney function is essential in numerous acute and chronic conditions for guiding urgent clinical decisions such as the use of contrast agents, medication dosing and fluid

management. In care settings such as emergency departments, point-of-care testing has been shown to help patient care by reducing turnaround times and accelerating clinical decision-making when compared to testing in the central laboratory.

Radiometer is addressing this challenge by expanding the availability of point-of-care kidney function testing through the ABL90 FLEX PLUS blood gas analyzer, which provides creatinine and urea results directly at the bedside. Reducing reliance on centralized laboratory infrastructure can enable clinicians to identify changes in kidney function sooner and make faster treatment decisions — helping translate timely insights into improved patient care.

Decentralized Testing Advances Tuberculosis Care



Tuberculosis (TB) remains one of the world's deadliest infectious diseases, affecting over 10 million people annually. Barriers such as long travel distances and limited diagnostic access often delay diagnosis and timely care. Decentralized diagnostics, mobile clinics, expanded molecular testing and community engagement can help identify cases earlier and support faster treatment—critical steps for improving patient outcomes.

Cepheid's GeneXpert® system plays a central role in decentralizing TB diagnosis worldwide. For example:

- In Karamoja, Uganda, St. Kizito Matany Hospital uses GeneXpert systems in community screening, enabling village health teams to collect samples for rapid diagnosis
- In Haryana, India, mobile sample collection teams rely on GeneXpert systems to rapidly confirm TB during field visits, reaching patients with limited access to healthcare facilities
- In Balochistan, Pakistan, mobile clinics called chest camps deploy GeneXpert systems for near point-of-care molecular testing, bringing timely diagnostic support directly to underserved communities

Danaher's Impact

We combine passionate teams, our commitment to continuous improvement through DBS and the bold pursuit of innovative solutions across a connected portfolio of science and technology to positively impact lives today and build a foundation for a better tomorrow. Together, our operating companies bring science to scale. Here are just a few of the ways we're doing this across Danaher every day:

400M

Cytiva technologies enabled advanced therapies for around 400 million patients¹ across more than 200 diseases and conditions² worldwide in 2025.

>1M

More than 1 million diagnostic tests are performed on **Beckman Coulter Diagnostics** systems every hour around the world, impacting 1.2 billion patients and more than 3 million clinicians each year.

>61K

Of the more than 61,000 scientific articles published in 2025 on the latest microscopy-based findings in cancer research, 54% referenced the use of **Leica Microsystems'** products and solutions.

100M

Leica Biosystems enables approximately 100 million cancer tests each year.

100%

100% of the top 20 pharmaceutical and biotech companies³ in the world used **Molecular Devices** products in 2025 to accelerate drug development and help deliver life-saving therapies more quickly.

1M

Radiometer devices enable caregivers to test nearly 1 million samples every day with their devices, supporting fast, confident clinical decisions in critical care settings worldwide.

26

Genedata solutions supported 26 of the world's top 30 biopharmaceutical companies³ to advance their R&D in areas including oncology, inflammation, metabolic and cardiovascular disease, rare and genetic disease and neurological and neurodegenerative disorders.

175M

Cepheid has delivered close to 175 million tuberculosis test cartridges since 2019, extending access to critical diagnostics worldwide.

95%

Phenomenex partners with 95% of the world's top 20 generic pharmaceutical companies⁴ to support the global production of high-quality, affordable medicines.

¹ An individual patient may be counted more than once if treated with multiple therapies
² Diseases and conditions according to WHO ICD classification
³ Ranked by 2025 revenue
⁴ Ranked by 2024 revenue



Building the Best Team

21	The Best Team Wins
22	We Can Make a Difference in the World
23	We Can Shape Danaher's Culture
25	We Can Go as Far as Our Ambition Will Take Us



Building the Best Team

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

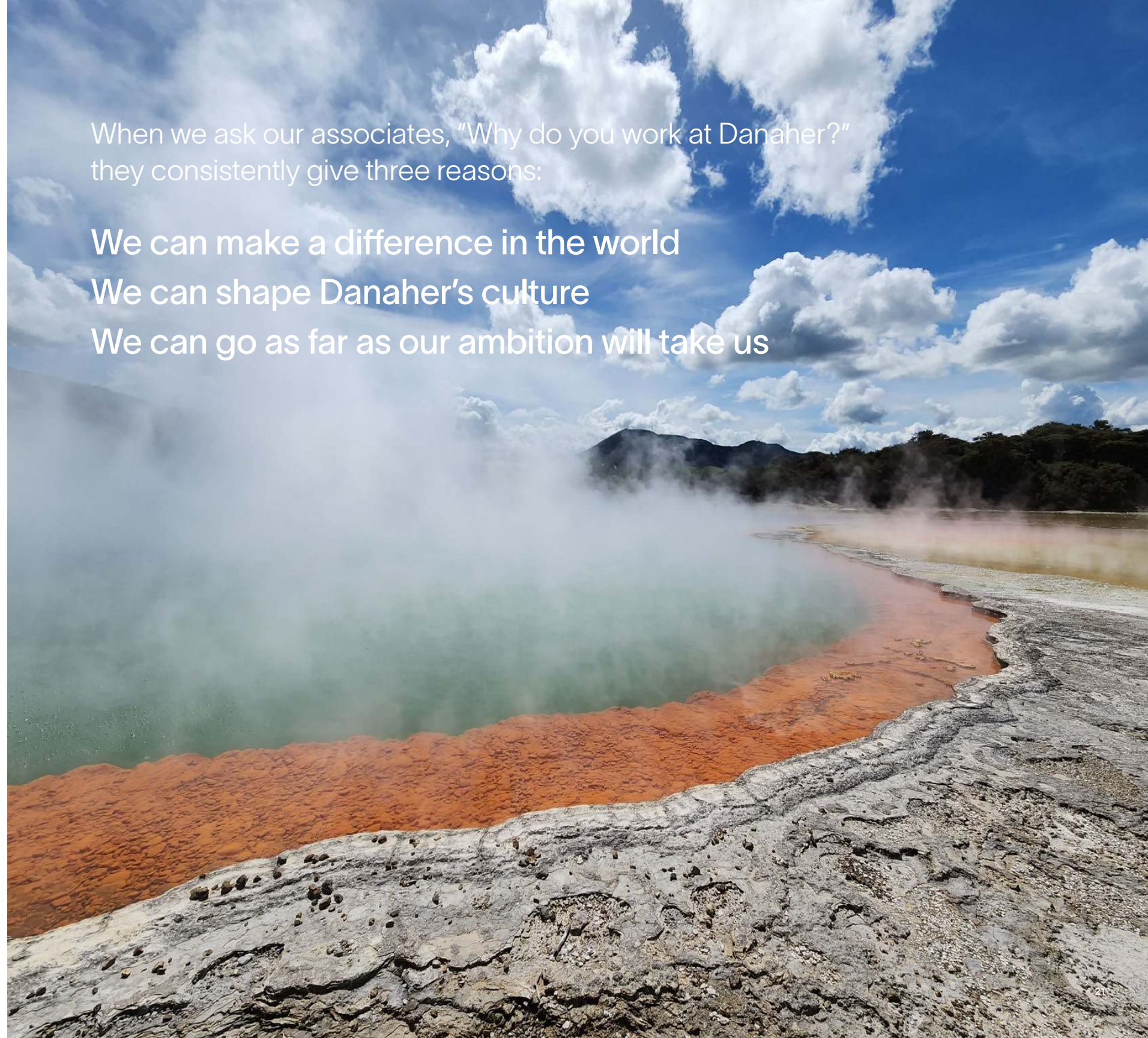
We know that teams of exceptional and motivated associates create real innovation breakthroughs by encouraging all voices to be heard, making room for big ideas and producing better outcomes that address our customers' complex challenges, together.

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.

We've already highlighted examples of the breakthrough innovations Danaher associates have achieved and some of the collaborative partnerships we're pursuing to improve quality of life around the world.

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 our system of continuous improvement and the culture that makes it work. It's our collective heartbeat and shared language across Danaher; a way of working that brings rigor, focus and consistency to how we solve problems, encourages continuous improvement, accelerates our time to market and helps translate ideas into real-world impact for customers around the world.





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. This balance enables teams to deliver strong outcomes while staying grounded in purpose. Ultimately, our goal is to build the best workplace with the best people leaders, while ensuring all associates have a voice.

Inclusion & Belonging

Our Inclusion & Belonging focus strives to build a workplace culture where all associates feel valued, included and empowered to contribute. We highlight below key ways in which we foster the Inclusion & Belonging of our associates:

Build Engaged and Inclusive Teams

Danaher's Engagement Survey is designed to capture frequent, actionable feedback from associates across our company. The survey framework includes a consistent set of core engagement Key Performance Indicators, or KPIs (including engagement, experience versus expectations and intent to stay).

The feedback generated by the survey highlights emerging needs from associates, and supports structured team-level discussions and focused listening conversations. Leaders are encouraged to review the survey results with their teams, identify priority areas and take concrete actions. These insights help teams continuously improve how they work together, and continue to inform our people strategies, leadership development and workplace practices.

Strengthen our Communities of Inclusion

In 2025, we established the Inclusion Roundtable, a global, cross-functional community of practice whose mission is to amplify, enable and support the integration of inclusion and belonging into the way we work. The Roundtable cascades our global Educational, Cultural and Historical Observances and Events calendar, and brings visibility to a variety of events to educate, celebrate and contribute to an inclusive workplace culture, including the Associate Resource Group (ARG) activities noted below.

Our ARGs are voluntary, associate-led groups that bring communities together around shared interests and experiences, while celebrating the unique backgrounds and perspectives of our associates, teams and regions. In 2025, these groups hosted over 100 global events, including executive panels, community events and other activities that strengthen connection and shared understanding, supporting important dimensions of our workplace culture. Additionally, we plan to launch our newest ARG, Caregivers + Friends, in 2026.



Partner with the Communities Where We Operate to Drive Positive Change

Giving back to communities is a critical element of our Inclusion & Belonging program, in partnership with our Community Impact team. Through these efforts, associates extend our culture of inclusion beyond the workplace, and in the following section, we share Danaher's approach to Community Impact.

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. Our associates are the engine driving Danaher's community engagement, leveraging their varied backgrounds, expertise and experiences to work alongside local partners and organizations to drive impact across the world.

Through our volunteerism programs, Danaher associates share their time and talent outside of work, giving back to their communities. Our Donations for Doers program rewards associates when they record individual volunteer hours, and associates can earn up to \$500 annually to donate to their eligible charity of choice.

Danaher also matches 100% of associate donations, up to \$500 per associate per calendar year, to eligible charitable organizations or educational institutions, amplifying the impact of associate-led giving.

In addition to our associate programs, Danaher has invested more than \$50 million in our communities over the past five years.

In 2025, the Danaher Foundation funded an Equal Justice Works Fellowship focused on housing and habitability issues in East St. Louis, Illinois. This funding allowed the Fellow to build a Medical-Legal Partnership between Land of Lincoln Legal Aid and Southern Illinois Healthcare Foundation, embedding legal services directly into healthcare clinics so patients can address the housing and social conditions that drive poor health outcomes, helping improve access to more holistic care.

An associate's beehives supplement the sustainability cause in New Zealand
Community planting at a school, Real School Budapest

We Can Go as Far as Our Ambition Will Take Us

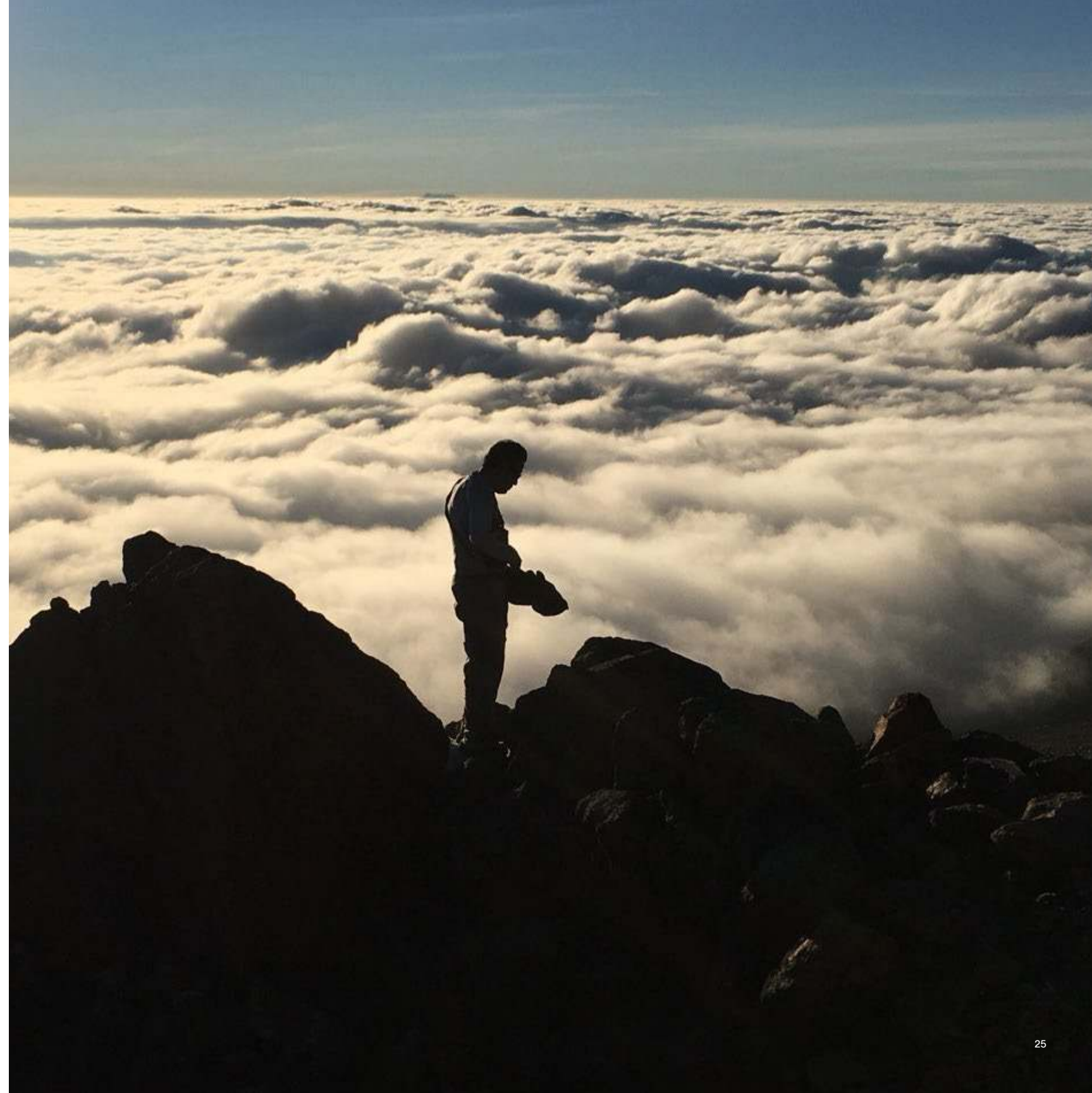
Joining Danaher provides associates with access to 15+ global operating companies meaningfully improving quality of life around the world.

Unified by a shared culture and set of resources, tools and processes – DBS, our foundational core – associates have the opportunity to transition their employment seamlessly between operating companies and regions. This connected ecosystem enables associates to apply their skills in new contexts while maintaining continuity in how we work. It also facilitates career growth, collaboration with counterparts across different businesses and functions and access to unique development experiences. Here are some of the ways we attract talent and support career development and mobility within Danaher:

Talent Recruitment

Attracting high-performing talent remains a strategic priority for all our businesses. We have continued modernizing and scaling our Talent Acquisition capabilities to meet the needs of a rapidly transforming science and technology landscape. Through advanced technology, enterprise collaboration and expanded access to career opportunities, we seek to ensure every hiring experience reflects our culture, our values and our ambition. This approach helps us connect the right talent with the right opportunities across our global portfolio.

We invite potential candidates to learn more about Danaher and its operating companies through real associate stories featured on our [Danaher Careers Blog](#). These stories share what it's like to work within our organization and illustrate how associates grow, collaborate and make an impact across Danaher.



Talent Development and Advancement

Learning and Training Opportunities

We have developed robust Standard Work to support the onboarding of new associates and give them tools that will help them thrive at Danaher. For managerial and professional associates, our DBS Immersion Standard Work highlights specific learning expectations, questions and topics for new associates to discuss with their managers. Our DBS Fundamentals digital courses offer a baseline understanding of DBS and show how to demonstrate DBS culture through our Core Behaviors in our everyday work.

The DBS toolbox offers a wide range of tools and courses that support all aspects of our business. We typically implement these tools through *kaizen*, a week-long, highly focused and cross-functional event for solving a specific challenge or achieving a strategic goal. One of our most impactful talent development programs is our DBS Certified Practitioner and Trainer program. Certified Practitioners (CP) and Certified Trainers (CT) are associates who undergo a rigorous certification process in a specific DBS discipline or development course, qualifying them to facilitate *kaizens* and train others, respectively—extending capability and consistency across the organization. As of December 31, 2025, we had over 3,300 CTs and CPs across Danaher, and almost 600 associates obtained a new CP or CT certification in 2025.

Danaher associates can also take advantage of several leadership and personal skill-development courses that build personal value and strengthen the leadership capabilities that support our culture and performance.

A Deliberate Approach to Talent Development

We believe that investing in our associates’ professional growth is fundamental to building a sustainable and high-performing organization. Our approach to development is rooted in the philosophy that a combination of on-the-job experiences (70%), coaching and mentorship (20%) and formal learning opportunities (10%) best drives professional growth.

Our Development for Growth (D4G), Pipeline Growth Process (PGP) and Danaher Go programs work in tandem to develop our talent, encourage mobility and promotion and help ensure our talent needs are fulfilled across our global organization:

- We teach our people leaders the principles, techniques, concepts and skills to create the most impactful associate development plans through our **D4G program**. 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. We supplement this tool as appropriate through development assessments such as 360° reviews or behavioral assessment tools, supporting consistent and meaningful development conversations.
- Our **PGP** is a strategic talent and succession planning framework designed to build a robust pipeline of high-potential talent for our most senior and critical roles. Dedicated “pipeline owners” drive this effort, partnering with Talent Planning Leaders and stakeholders across the business, helping ensure leadership continuity and long-term capability.
- Our **Danaher Go** internal mobility policy and program encourages associates to define their career aspirations and articulate their personal strengths, while people leaders are encouraged

to proactively suggest opportunities within Danaher to their associates and look internally first for Danaher-ready talent. In conjunction with our PGP, we seek to align our associates’ goals and capabilities with our open roles so our exceptional talent can grow and contribute in new contexts across the organization.

Measuring Success

Given the talent demands of our strategy, internal career development and mobility is a top priority for our leadership team. Our Internal Fill Rate (IFR) metric tracks how well we are developing and promoting talent and is one of our eight Core Value Drivers (CVD)—the highest-level metrics Danaher’s executive team uses to manage our business. In 2025, our IFR for manager, senior leader and executive roles was 76%, reflecting our continued focus on developing talent from within.

Developing the Best People Leaders

At Danaher, developing exceptional people leaders is foundational to building the best team and sustaining long-term value for our associates, customers and communities. Our leaders shape the daily experience of work at Danaher—setting direction, modeling our core behaviors and creating environments where people can do their best work and grow their careers. Danaher people leaders are expected to put team success first, foster inclusive and high-performing cultures, and act as stewards of both results and people as they lead through complexity and change.

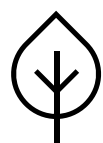
This commitment is reinforced through our regular associate engagement surveys, which provide leaders with actionable insights and enable continuous improvement by helping leaders focus on the experiences and behaviors that matter most to their teams.



Pay Fairness

We are committed to paying our associates fairly and ensuring that pay decisions are based on merit. We have conducted pay fairness analyses for many years, and each year we conduct a company-wide pay fairness analysis covering base pay, short-term incentive compensation and annual equity compensation, resulting in pay adjustments if appropriate. We continue to be committed to ensuring fairness and non-discrimination in our compensation of associates.

Koru – unfurling fern frond by Linda Williamson, Cytiva associate



Protecting Our Environment

31	Reducing Our GHG Emissions
33	Addressing Climate Risks and Opportunities
34	Promoting Reduction of Waste and Water Consumption
34	Environmental Sustainability Awards



Protecting Our Environment

As the pace of climate change accelerates, so does our responsibility to act.

Our environmental sustainability program is focused on reducing GHG emissions across our operations and value chain, using DBS to translate long-term commitments into measurable, near-term action and progress. Through DBS, we apply rigor, prioritization and accountability to environmental sustainability performance, providing the structure, tools and discipline that enable consistent execution and sustainment of results over time.



Reducing Our GHG Emissions

Science-Based Targets Submission

In early 2026, we submitted science-based GHG emission reduction targets to the Science Based Targets initiative (SBTi) for validation, including a long-term target to achieve net-zero value chain emissions by no later than 2050. This submission reflects our commitment to aligning climate action with scientific guidance and long term value creation. It also expands upon the target we established in 2022 to reduce absolute Scope 1 and 2 GHG emissions 50.4% by 2032 compared to a 2021 baseline.

Scope 1 and Scope 2 Progress

Danaher continues to make progress reducing absolute Scope 1 and 2 GHG emissions, driven primarily by the expanded use of renewable electricity and operational efficiency improvements. In 2025, we reduced Scope 1 and 2 GHG emissions by 30% compared to our 2021 baseline. We also made meaningful progress building out the infrastructure to support Scope 1 and 2 GHG reductions, as described to the right.

Optimizing Investments Through Marginal Abatement Cost Tool

In 2025, we developed and deployed a Marginal Abatement Cost (MAC) tool. For any proposed decarbonization investment, the MAC tool measures the cost of reducing one additional tonne of GHG emissions. This allows us to compare investment efficiency across different reduction modes and supports the allocation of capital to initiatives that deliver the greatest GHG reduction per dollar invested. Integrated with our DBS 4E Energy Management and Decarbonization tools, the MAC tool supports rigorously consistent, data-driven decision-making across the enterprise.

Coordinated Renewable Energy Purchasing

Danaher is increasing coordination of renewable energy purchasing across our enterprise, while preserving operating company flexibility to pursue site-specific efficiency and decarbonization initiatives. This approach allows us to leverage our scale where it creates value, while maintaining local ownership and accountability for results. In 2025, renewable energy accounted for 70% of the electricity consumed by our operations, compared to 18% in 2021. We procure renewable energy through a combination of onsite solar, green power and utility-based programs, renewable energy delivered to our sites via third-party energy supply and unbundled energy attribute certificates.



Bison herd by Naomi Zurn, Aldevrvon associate



Scope 3 Greenhouse Gas Emissions

We prepare our Scope 3 GHG emission inventory in alignment with the GHG Protocol Corporate Value Chain (Scope 3) Standard. We calculate Scope 3 emissions using a combination of supplier-specific data, activity-based calculations and spend-based estimates, and seek to continually improve the reliability of the data that supports these calculations over time. Please see the Data Summary at the back of this report for our 2024 Scope 3 GHG emissions data.

How DBS Has Enabled Measurable Progress

DBS provides the structure, tools and discipline to support consistent execution and prioritization in our environmental sustainability program and sustain improvements over time. By applying DBS, we translate strategy into action and maintain focus on what drives the greatest impact. Below we highlight certain ways DBS has supported our program.

Operating Efficiency Tools

Operational efficiency is a key reduction lever in our decarbonization program. To support our operating efficiency objectives, we developed a Decarbonization Toolkit that defines the attributes and milestones required

for a site to achieve progressive levels of decarbonization capability (developing, proficient or mature), and guides facility-level teams in identifying, prioritizing and implementing measures that improve energy efficiency and reduce GHG emissions. The toolkit is grounded in the DBS Fundamentals, tools that have helped transform our business over decades.

In 2025, Danaher operating companies collectively held 10 4E Energy Management *kaizens* in countries around the world including the US, India, Singapore, the Czech Republic, China and Ireland. These *kaizens* have helped drive focused, site-level action through cross-functional problem-solving.

Accelerating Scope 3 Data Collection Through DBS

Many companies require multiple reporting cycles – often two to three years – to progress from initial Scope 3 screening to a complete, category-level inventory. By applying Standard Work and utilizing Visual Project Management, two foundational DBS tools, Danaher established a validated baseline and calculated category-level Scope 3 data covering over 90% of our revenue within a single reporting cycle. This disciplined approach provided the data foundation and insights needed to set credible, SBTi-aligned targets on an accelerated timeline.



Addressing Climate Risks and Opportunities

Our GHG emission reduction efforts are one element of our broader program to assess and manage Danaher's climate risks and opportunities. We also deploy a climate risk and opportunity assessment program each year across our company. Reflecting our commitment to continuous improvement and alignment with leading global standards, in 2025 we updated our program to align with the requirements of the International Financial Reporting Standards (IFRS) S2 Climate-related Disclosures, issued by the International Sustainability Standards Board (ISSB). While our assessment processes are aligned with IFRS S2, we continue to structure our climate-related disclosures using the legacy Task Force on Climate-Related Financial Disclosures (TCFD) framework to maintain continuity and comparability for stakeholders. Please refer to Appendix A at the back of this report for further information regarding how we address climate risks and opportunities.

Monarch migration, Mexico by Meaghan Suhich, Beckman Coulter associate

Promoting Reduction of Waste and Water Consumption

Waste

In 2025, using the DBS 4E Waste Minimization Tool, our sites reduced the amount of non-hazardous and non-regulated waste sent to landfill or incineration. The tool focuses our teams on:

- Process redesign to eliminate waste at the source
- Increased reuse and recycling streams
- Employee engagement through waste management

Over time, these improvements compound. What begins as a localized kaizen can be standardized and scaled, becoming a common practice across sites and platforms.

Water

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. Recognizing our dependence on water access and our impact on

water resources in the areas where we operate, our DBS 4E Water Stewardship Tool supports good water management and the sustainability of freshwater resources through a structured, risk-based approach.

The tool guides facility-level teams:

- Evaluating current-site water consumption and risk using WRI Aqueduct Water Risk Atlas
- Identifying, prioritizing and implementing measures that improve water use efficiency and optimize re-use and recycling
- 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.

Tidal forces by Nicolas Scheerer, Danaher associate

Environmental Sustainability Awards

We annually recognize outstanding environmental sustainability performance through our Danaher Environmental Sustainability awards program. We rate sites based on criteria including:

- Leveraging DBS to drive operational efficiency
- Reduction in Scope 1 and 2 GHG emissions
- Reduction in non-hazardous waste sent to landfill and incineration
- Associate engagement on environmental sustainability

Pall's site in Redruth, United Kingdom won the 2025 "Best" site award by demonstrating a clearly defined decarbonization plan aligned with the Danaher roadmap, significant progress in GHG emissions reduction and a nearly 99% recycling rate achieved through DBS and strong associate engagement at the site level.



Sustainable Supply Chain

36	Supplier Risk Assessment/Risk Management
37	Supplier Sustainability Assessment and Monitoring
37	Mitigating Forced Labor Risk in Our Supply Chain



Sustainable Supply Chain

Danaher maintains an extensive global network of supplier relationships that are critical to our success. In 2025, we conducted business with over 45,000 suppliers worldwide, purchasing \$8.7 billion in goods and services. We view our supply chain sustainability program as a crucial component of our overall supply chain risk management efforts. While recognizing differences in laws and customs around the world, we have articulated our expectations of our supply chain partners 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

We have implemented management programs to help promote the sustainability of our supply chain and mitigate supply chain risk, described to the right.

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. This integrated approach supports consistent, enterprise-wide visibility into supply chain risk. 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/service
- Danaher engages a third-party to continuously monitor media and other publicly available data sources globally 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.
- Any supplier who exceeds a specified risk assessment score is required 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.
- Where supplier revenue impact and source limitation scores exceed specified thresholds, the business is required to establish a supplier emergency response plan focused on preparedness, risk mitigation and continuity of supply





Supplier Sustainability Assessment and Monitoring

We have partnered with EcoVadis, a globally recognized provider of business sustainability assessments and ratings, to assess and monitor our supplier sustainability performance. EcoVadis assessed and rated suppliers representing approximately 50% of our 2025 annual supplier spend.

As we seek to continually improve our program, we are testing and deploying a layered, risk-based supplier assessment methodology. Under this layered approach, we apply a high-level screening assessment broadly across our supply chain and deeper assessments of selected suppliers based on the application of certain sustainability risk criteria. We intend to continue using EcoVadis to fully assess and rate a substantial portion of our supplier spend, while applying risk-based prioritization to improve efficiency and focus the ratings where it matters most.

Mitigating Forced Labor Risk in Our Supply Chain

Complementing the supplier risk assessment/management and EcoVadis processes described above, 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.

Danaher Sustainability Program – Supplemental Information

For additional information regarding Danaher’s sustainability program, please refer to the supplemental information on our website [here](#).



About This Report

Important Information About This Report

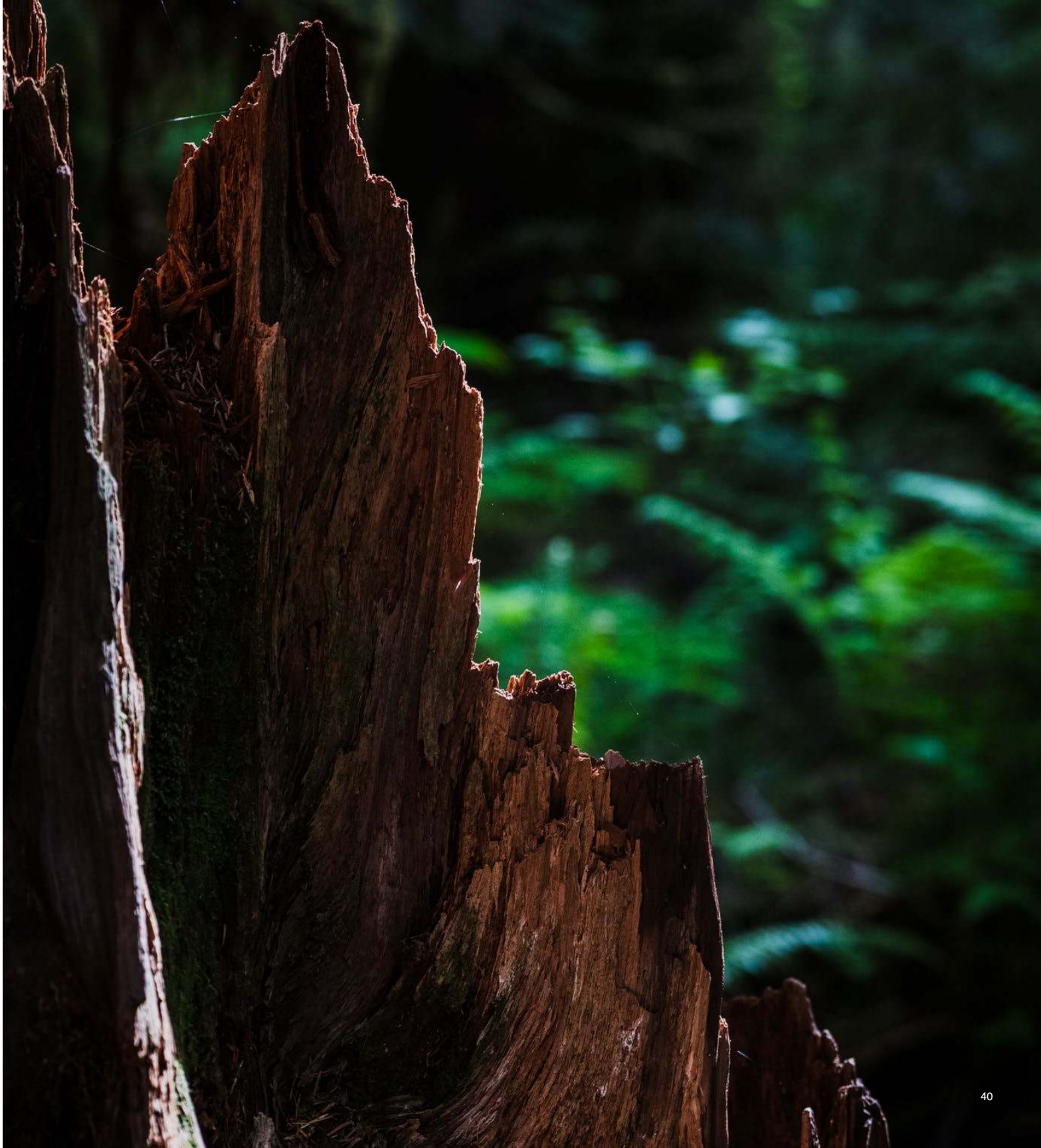
- Certain statements included or incorporated by reference in this report are “forward-looking statements” within the meaning of the US federal securities laws. All statements other than historical factual information are forward-looking statements. Forward-looking statements are based on assumptions 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 US 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 US federal securities laws and the applicable regulations thereunder, or under any other laws or regulations.
- 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 financial data in this report refers to the 2025 fiscal year and is limited to continuing operations, and all other data is as of May 31, 2026. All financial information in this report is reported in US 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, 2025 through December 31, 2025 that were within our operational control and accounted for approximately 87% of our total owned or leased space (within our operational control) over such period, and (2) fleet vehicles and aircraft owned or leased by Danaher during 2025. With respect to any locations owned or leased from January 1, 2025 through December 31, 2025 that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity value¹ (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.
- Scope 1 and 2 GHG Emissions Methodology: 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 fleet vehicles and aircraft. Fugitive emissions from refrigerants are included in Scope 1 GHG emissions for the 2021 base year and for 2025. These emissions were estimated using capacity data from a sample of Danaher sites with available refrigerant information and extrapolated to account for similar sites within the reporting boundary. Refrigerant emissions were not included in 2023 or 2024 data due to data availability limitations and were not extrapolated for those years.
- Scope 3 GHG Emissions Methodology: Scope 3 GHG emissions are reported for fiscal year 2024, the most recent year for which a complete inventory is available. Emissions were calculated using supplier-specific data where available, supplemented by secondary emission factors applied to spend- or activity-based data, in alignment with the GHG Protocol Scope 3 Standard.
- We define “regulated and hazardous waste” as wastes that are deemed regulated by national legislation/regulations.

¹ US Energy Information Administration. 2018 Commercial Buildings Energy Consumption Survey (CBECS), published 2022. Tables C14 and C24. Available [here](#).

Appendix A:

Reporting Frameworks Index

41	Global Reporting Initiative™ (GRI) Sustainability Reporting Guidelines
48	Sustainability Accounting Standards Board (SASB) Standards
50	Climate-Related Financial Disclosures
53	UN Sustainable Development Goals



GRI Content Index

Statement of use: Danaher Corporation has reported the information cited in this GRI content index for the period of January 1, 2025 to December 31, 2025, with reference to the GRI Standards.
GRI 1 used: GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

Disclosure	Description	Response ¹
2-1	Organizational details	2025 Form 10-K – Cover Page, 33, 76
2-2	Entities included in the organization’s sustainability reporting	2025 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 investor.relations@danaher.com
2-4	Restatements of information	About this Report
2-6	Activities, value chain and other business relationships	2025 Form 10-K – p. 3-10, 37-43 Danaher at a Glance Protecting Our Environment – Sustainable Supply Chain Supplemental Information – Foundational Elements – Sustainable Supply Chain
2-7	Employees	2025 Form 10-K – p. 9-10 Building the Best Team Supplemental Information – Building the Best Team Sustainability Data Summary
2-9	Governance structure and composition	Danaher Corporate Governance 2026 Proxy Statement – p. 6-8, 15-16, 18-24
2-10	Nomination and selection of the highest governance body	2026 Proxy Statement – p. 15-17
2-11	Chair of the highest governance body	2026 Proxy Statement – p. 13, 18

¹The bolded headers referenced in the Response refer to sections of this Report or the Supplemental Information disclosure.

GRI 2: General Disclosures 2021 (continued)

Disclosure	Description	Response
2-12	Role of highest governance body in overseeing the management of impacts	2026 Proxy Statement – p. 20, 23 Sustainability Policy Supplemental Information – Sustainability at Danaher – Sustainability Oversight
2-13	Delegation of responsibility for managing impacts	Sustainability Policy Supplemental Information – Sustainability at Danaher – Sustainability Oversight
2-14	Role of highest governance body in sustainability reporting	Sustainability Policy Supplemental Information – Sustainability at Danaher – Sustainability Oversight
2-15	Conflicts of Interest	2026 Proxy Statement – p. 31-32
2-16	Communication of critical concerns	2026 Proxy Statement – p. 77
2-17	Collective knowledge of the highest governance body	2026 Proxy Statement – p. 8, 16
2-18	Evaluation of the performance of the highest governance body	2026 Proxy Statement – p. 23-24
2-19	Remuneration policies	2026 Proxy Statement – p. 9, 22-23, 28-30, 41-63 Supplemental Information – Building the Best Team – Motivating and Rewarding Performance – Compensation
2-20	Process to determine remuneration	2026 Proxy Statement – p. 22-23, 41-63
2-21	Annual total compensation ratio	2026 Proxy Statement – p. 63
2-22	Statement on sustainable development strategy	From Our CEO Our Sustainability Strategy Supplemental Information – Sustainability at Danaher – Sustainability Oversight
2-23	Policy commitments	Code of Conduct Sustainability Policy Supplemental Information – Building the Best Team – Human Rights Supplemental Information – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct
2-24	Embedding policy commitments	Code of Conduct Sustainability Policy Supplemental Information – Building the Best Team – Human Rights Supplemental Information – 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 Supplemental Information – Sustainability at Danaher – Stakeholder Engagement Program Supplemental Information – Foundational Elements – Ethics and Compliance at Danaher; The Danaher Code of Conduct - Reporting Concerns Supplemental Information – Foundational Elements – Risk Oversight www.danaherintegrity.com
2-26	Mechanisms for seeking advice and raising concerns	Code of Conduct Supplemental Information – Foundational Elements – The Danaher Code of Conduct – Reporting Concerns www.danaherintegrity.com
2-28	Membership associations	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	2026 Proxy Statement – p. 6, 24-25 Our Sustainability Strategy – Sustainability Prioritization Assessment Supplemental Information – Sustainability at Danaher – Stakeholder Engagement Program
2-30	Collective bargaining agreements	2025 Form 10-K – p. 9 Sustainability Data Summary

Material Topics

GRI 3: Material Topics 2021

3-1	Process to determine material topics	Our Sustainability Strategy – Sustainability Prioritization Assessment Supplemental Information – 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

Disclosure	Description	Response
Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics: Innovation	2025 Annual Report – p. 5-9 Our Sustainability Strategy – Our Sustainability Strategy and Pillars Innovating Products That Improve Lives and Our Planet UN SDG Appendix Sustainability Data Summary
GRI 203: Economic Performance 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	2025 Form 10-K – p. 3-15, 59-69
201-1	Direct economic value generated and distributed	2025 Form 10-K – p. 59-69 Danaher at a Glance – 2025 Highlights
201-2	Financial implications and other risks and opportunities due to climate change	Protecting Our Environment – Addressing Climate Risks and Opportunities Climate-Related Financial Disclosures Appendix
201-3	Defined benefit plan obligations and other retirement plans	2025 Form 10-K – p. 91-95
GRI 302: Energy 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Protecting Our Environment – Reducing Our Greenhouse Gas Emissions
302-1	Energy consumption within the organization	Sustainability Data Summary About this Report 2025 CDP Corporate Questionnaire Response
302-3	Energy intensity	Sustainability Data Summary About this Report 2025 CDP Corporate Questionnaire Response
302-4	Reduction of energy consumption	Protecting Our Environment – Reducing Our Greenhouse Gas Emissions Sustainability 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 – Reducing Our Greenhouse Gas Emissions Sustainability Data Summary
305-1	Direct (Scope 1) GHG emissions	Sustainability Data Summary About this Report 2025 CDP Corporate Questionnaire Response
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Data Summary About this Report 2025 CDP Corporate Questionnaire Response
305-4	GHG emissions intensity	Sustainability Data Summary 2025 CDP Corporate Questionnaire Response
305-5	Reduction of GHG emissions	Protecting Our Environment – Reducing Our Greenhouse Gas Emissions Sustainability Data Summary 2025 CDP Corporate Questionnaire Response
GRI 306: Waste 2020		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Policy Protecting Our Environment – Promoting Reduction of Waste and Water Consumption Sustainability Data Summary
306-2	Management of significant waste-related impacts	Sustainability Policy Protecting Our Environment – Promoting Reduction of Waste and Water Consumption Sustainability Data Summary
306-3	Waste generated	Sustainability Data Summary About this Report
306-4	Waste diverted from disposal	Sustainability Data Summary About this Report
306-5	Waste directed to disposal	Sustainability Data Summary About this Report

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 Position on Environmental, Health and Safety Management Supplemental Information – Protecting Our Environment – Policies; KPIs and Goals; EHS Management Program
403-1	Occupational health and safety management system	Global Environment, Health and Safety Policy Position on Environmental, Health and Safety Management Supplemental Information – Protecting Our Environment – EHS Management Program Sustainability Data Summary
403-2	Hazard identification, risk assessment, and incident investigation	Supplemental Information – Protecting Our Environment – EHS Management Program
403-5	Worker training on occupational health and safety	Position on Environmental, Health and Safety Management Supplemental Information – Foundational Elements – Business Ethics – Empowering Associates Through Ethics and Compliance Training Sustainability Data Summary
403-6	Promotion of worker health	Position on Environmental, Health and Safety Management Building the Best Team – Inclusion & Belonging www.mydanaherbenefits.com
403-9	Work-related injuries	Sustainability 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 Supplemental Information – Building the Best Team – Learning & Development
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 Supplemental Information – Building the Best Team – Learning & Development
404-3	Percentage of employees receiving regular performance and career development reviews	Supplemental Information – Building the Best Team – Motivating and Rewarding Performance – Performance for Growth (P4G) & Development for Growth (D4G) Cycle Sustainability Data Summary

Topic Standards and Management of Material Topics (continued)

Disclosure	Description	Response
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 Supplemental Information – Foundational Elements – Medical Product Quality
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Supplemental Information – Foundational Elements – Medical Product Quality – Regulatory Inspections; Recalls Sustainability 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 Supplemental Information – Foundational Elements – Medical Product Quality – Ethical Marketing, Advertising and Sales
417-1	Requirements for product and service information and labeling	Product Marketing, Advertising and Promotion Policy Supplemental Information – Foundational Elements – Medical Device Product Quality – Ethical Marketing, Advertising and Sales
417-3	Incidents of non-compliance concerning marketing communications	Supplemental Information – Foundational Elements – Medical Product Quality – Ethical Marketing, Advertising and Sales In 2025, 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 Protecting Our Environment – Supply Chain Sustainability Supplemental Information – Foundational Elements – Supply Chain Sustainability

SASB – Medical Equipment & Supplies

Topic	Metric	Code	Response ¹
Table 1. Sustainability Disclosure Topics & Metrics			
Affordability & Pricing	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the US 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	Supplemental Information – Foundational Elements – Medical Product Quality Sustainability 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	Supplemental Information – Foundational Elements – Medical Product Quality Sustainability Data Summary
Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-MS-270a.1	Supplemental Information – Foundational Elements – Medical Product Quality – Ethical Marketing, Advertising and Sales In 2025, 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 Code of Conduct Supplemental Information – Foundational Elements – Medical 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	How We Innovate – 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

¹The bolded headers referenced in the Response refer to sections of this Report or the Supplemental Information disclosure.

SASB – Medical Equipment & Supplies (continued)

Topic	Metric	Code	Response
Table 1. Sustainability Disclosure Topics & Metrics (continued)			
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 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 Group Statement on Slavery and Human Trafficking Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Danaher Group Report on Forced Labor and Child Labor in Supply Chains Protecting Our Environment – Supply Chain Sustainability Supplemental Information – 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 Group Statement on Slavery and Human Trafficking Danaher Statement Re: California Transparency in Supply Chains Act of 2010 Danaher Group Report on Forced Labor and Child Labor in Supply Chains Protecting Our Environment – Supply Chain Sustainability Supplemental Information – 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	Code of Conduct Supplemental Information – Foundational Elements – Medical Product Quality
Table 2. Activity Metrics			
	Number of units sold by product category	HC-MS-000.A	Not reported

Climate-Related Financial Disclosures Index

This index cross-references the Task Force on Climate-Related Financial Disclosures (TCFD) Framework with applicable Danaher programs, actions and disclosures. While our assessment processes are aligned with IFRS S2, we continue to structure our climate-related disclosures in accordance with the legacy Task Force on Climate-Related Financial Disclosures (TCFD) Framework reflecting the substantive consistency between the two frameworks and our commitment to maintaining disclosure practices that are rigorous, decision-useful, and current with evolving international standards.

Topic	Recommended Disclosure	Response
1. Governance	a. Describe the board's oversight of climate-related risks and opportunities	• Under our leadership structure, Danaher's management has day-to-day responsibility for assessing and managing our risk exposure and Danaher's Board of Directors and its committees oversee those efforts, with particular emphasis on the most significant risks facing the Company • The results of the annual climate risk and opportunity assessment and management process (described in Section 3(a) below), including Danaher's progress towards its greenhouse gas (GHG) emissions reduction goals (please see "Metrics and Targets" below), are presented annually to the Audit Committee of Danaher's Board of Directors, which has Board-level oversight responsibility with respect to climate-related risk • In addition, Danaher's Board and the Board's Nominating and Governance Committee review our overall sustainability program at least annually • When reviewing strategy, major plans of action, risk management, budgets and business plans and capital allocation, the Board considers climate-related issues if and to the extent such issues are material with respect to the particular topic being reviewed
	b. Describe management's role in assessing and managing climate-related risks and opportunities	• Danaher's Chief Sustainability Officer ("CSO"), who reports to Danaher's Chief Legal Officer (an executive officer and a direct report to the Chief Executive Officer), is responsible for Danaher's climate risk and opportunity assessment program and overseeing execution of the program • The management of each of our operating companies is responsible for the participation of their operating company in the Danaher climate risk and opportunity assessment program and for managing the operating company's climate risks and opportunities • Danaher's Sustainability Council (which includes representation from general management and from the sustainability, finance, investor relations, communications, legal and environmental, health and safety functions) annually reviews Danaher's climate risk and opportunity assessment program and operating company management of climate risks and opportunities and, as appropriate, advises and provides recommendations to Danaher's CSO and to Danaher's executive leadership with respect thereto • Danaher's executive leadership and CSO make recommendations, as appropriate, to Danaher's Board and applicable Board committees with respect to climate risk and opportunity assessment and management
2. Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Danaher has identified no material climate-related physical or transition risks over the short-, medium- or long-term. For the Company's definition of short-, medium- and long-term, please see Section 3(a) below. Danaher's most significant climate-related opportunity is our Pall subsidiary's Energy+ business. The Energy+ business provides filtration solutions for battery technologies, renewable biofuels, wind energy, hydrogen and carbon capture.
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Climate-related risks and opportunities have not materially impacted Danaher's overall business, strategy or financial planning
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	As discussed in Section 3(a) below, the Company models climate risk annually using a "business as usual" scenario and an alternative scenario that assumes global warming is limited to "well below 2 degrees Celsius above pre-industrial levels" (the "alternative scenario") to assess the resilience of the Company's strategy. Danaher has identified no material climate-related physical or transition risks under either scenario

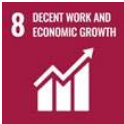
Climate-Related Financial Disclosures Index (continued)

Topic	Recommended Disclosure	Response
3. Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks	Danaher deploys an annual climate risk and opportunity assessment and management program across our Company, as summarized below: • Climate risk modeling: We license a third-party climate risk modeling platform. We use the platform to model (1) site-specific physical climate risk and (2) transition climate risk with respect to Danaher and its subsidiaries on a consolidated basis. The categories of transition climate risk considered include risks relating to reputation, policy, consumer sentiment, liability, technology, and investor sentiment. — The risks are modeled using a "business as usual" scenario and the alternative scenario, and risks are modeled for both scenarios over the short-term (0–1 year), medium-term (T+5 years) and long-term (T+10 years) • Additional risk analysis: The Company supplements the climate risk modeling noted above by having its larger operating companies annually complete a questionnaire designed to provide additional details and analysis of climate risk in relation to their respective business model, value chain, strategy, financials and climate resilience • Integration with Enterprise Risk Management (ERM) program: — The results of the above climate risk assessment modeling and analysis are shared with Danaher's operating companies. The operating companies are instructed to incorporate such results into the risk assessment and management they conduct as part of Danaher's ERM program. — Danaher's ERM program assesses the significance of risks based on severity, probability and velocity. To facilitate the integration of our climate risk assessment and management program with our ERM program, we score identified physical and transition climate risks using substantially the same scoring methodology. • Upstream and downstream climate risks: With respect to any significant climate risks upstream or downstream of the direct operations of Danaher and its subsidiaries, Danaher's ERM program is structured to identify and assess any such risks. In addition, the operating company questionnaire referred to above prompts assessment of climate risks on the business' value chain. • Management of climate risks: Pursuant to our ERM program, the management of each Danaher operating company is responsible for managing the operating company's climate risks. The actions our operating companies have undertaken to reduce or adapt to identified physical climate risks vary from site to site but in some cases include risk control/mitigation, including, where appropriate, implementing actions that reduce the likelihood of the risk occurring or reduce the potential property loss if the risk occurs, and implementing business continuity plans and related training.
	b. Describe the organization's processes for managing climate-related risks	As noted in Section 3(a) above: • Danaher has identified no material climate-related physical or transition risks • Pursuant to our ERM program, the management of each Danaher operating company is responsible for managing the operating company's climate risks
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Please see Section 3(a) above

Climate-Related Financial Disclosures Index (continued)

Topic	Recommended Disclosure	Response
4. Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Danaher uses the following metrics to measure and track the progress of our climate program, and publicly reports these metrics annually in the Danaher Sustainability Report: • Scope 1 and Scope 2 GHG emissions (including both market-based and location-based Scope 2 emissions) • Scope 3 GHG emissions • GHG emissions intensity • Total energy consumption (renewable and nonrenewable) Refer to the Sustainability Data summary table on pages 54-59 of this report
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	Refer to the Sustainability Data summary table on pages 54-59 of this report
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	The company has a target to reduce absolute Scope 1 and Scope 2 GHG emissions by 50.4% by 2032 compared to 2021 In early 2026, the Company submitted science-based greenhouse gas (GHG) emission reduction targets to the Science Based Targets initiative (SBTi) for validation, including a long-term target to achieve net-zero value chain emissions by 2050

UN Sustainable Development Goals Relevant to Danaher

Sustainable Development Goal	Response ¹
 Goal 3 - Good Health and Well-Being Ensure healthy lives and promote well-being for all at all ages	From Our CEO Danaher at a Glance How We Innovate Building the Best Team – Inclusion & Belonging; Community Impact Supplemental Information – Protecting Our Environment – Policies Sustainability Data Summary
 Goal 6 - Clean Water and Sanitation Ensure access to water and sanitation for all	Protecting Our Environment – Promoting Reduction of Waste and Water Consumption – Water
 Goal 8 - Decent Work and Economic Growth Promote inclusive and sustainable economic growth, employment and decent work for all	Code of Conduct How We Innovate Building the Best Team – We Can Go as Far as Our Ambition Will Take Us – A Deliberate Approach To Professional Development; Pay Fairness
 Goal 9 - Industry, Innovation and Infrastructure Build resilient infrastructure, promote sustainable industrialization and foster innovation	Danaher at a Glance How We Innovate
 Goal 12 - Responsible Consumption and Production Ensure sustainable consumption and production patterns	Sustainability Policy Sustainable Supply Chain Policy Protecting Our Environment – Reducing Our Greenhouse Gas Emissions; Addressing Climate Risks and Opportunities; Promoting Reduction of Waste and Water Consumption Supplemental Information – Protecting Our Environment – KPIs and Goals; EHS Management Program Sustainability Data Summary
 Goal 13 - Climate Action Take urgent action to combat climate change and its impacts	Sustainability Policy From Our CEO Protecting Our Environment – Reducing Our Greenhouse Gas Emissions; Addressing Climate Risks and Opportunities Supplemental Information – Protecting Our Environment – KPIs and Goals; EHS Management Program Sustainability Data Summary

¹The bolded headers referenced in the Response refer to sections of this Report or the Supplemental Information disclosure.

Appendix B:

Sustainability Data Summary

55	Team
56	Environment
58	Foundational Elements
59	Sustainability Ratings & Financial Results
60	Notes to the Sustainability Data Summary



Pillar	Category	Metric	Unit	2023	2024	2025	Goal	Timeframe
 Team	Associate Demographics	Total Associates (Global)	# of associates	63,000	63,000	60,000	—	—
		North America	# of associates	24,000	24,000	22,000	—	—
			% of total	38%	38%	37%	—	—
		Western Europe	# of associates	20,000	20,000	20,000	—	—
			% of total	32%	32%	33%	—	—
		High-Growth Markets	# of associates	16,000	16,000	15,000	—	—
			% of total	25%	25%	25%	—	—
		Other Developed Markets	# of associates	3,000	3,000	3,000	—	—
			% of total	5%	5%	5%	—	—
		Full Time Associates (Global)	# of associates	61,000	61,000	58,000	—	—
		Part Time Associates (Global)	# of associates	2,000	2,000	2,000	—	—
		Temporary Workers (Global)	# of associates	600	800	650	—	—
		Unionized Associates (U.S., hourly-rated)	# of associates	250	250	249	—	—
		Associate Tenure (Global Average)	Years	8	8	8	—	—
		Countries With Danaher Locations	# of countries	59	57	57	—	—
		Languages Spoken by Associates	# of languages	>20	>20	>20	—	—
		18 - 20 years old (Global)	% of associates	<1%	<1%	<1%	—	—
		21 - 30 years old (Global)	% of associates	15%	14%	13%	—	—
		31 - 40 years old (Global)	% of associates	33%	33%	33%	—	—
		41 - 50 years old (Global)	% of associates	26%	27%	28%	—	—
		51 - 60 years old (Global)	% of associates	19%	19%	19%	—	—
		61 - 64 years old (Global)	% of associates	4%	5%	5%	—	—
		65+ years old (Global)	% of associates	2%	2%	2%	—	—
	Internal Fill Rate	Executives & Senior Leaders	% of open roles filled internally	85%	76%	74%	>75%	Annual
		Manager	% of open roles filled internally	87%	80%	78%	—	—
	New Hires	Total External New Hires (Global)	# of associates	6,000	7,200	6,700		
		North America	# of associates	2,500	3,000	2,500	—	—
		Western Europe	# of associates	1,500	2,000	2,000	—	—
		High-Growth Markets	# of associates	1,800	2,000	2,000	—	—
		Other Developed Markets	# of associates	200	200	200	—	—
	Turnover	Voluntary Turnover	% of associates	7%	7%	6%	<6%	Annual
		Involuntary Turnover	% of associates	6%	5%	7%	—	—
		Total Turnover	% of associates	13%	12%	13%	—	—
	Training & Development	Associates Who Completed EHS & Sustainability Training	% of in-scope associates	98%	99%	99%	—	—
		Associates Who Completed Anti-Harassment & Discrimination Training	% of in-scope associates	99%	99%	99%	—	—
		Associates Who Completed Supply Chain Sustainability Training	% of in-scope associates	93%	75%	98%	—	—
	Performance	Associates Who Received a Performance Review	% of associates	88%	92%	99%	—	—
	Compensation	Associates Who Participate in Bonus or Incentive Program	% of associates	>90%	>90%	>90%	—	—

Pillar



Environment

Category	Metric	Unit	2023	2024	2025	Goal	Timeframe
Environmental Metrics	Total Energy Use ^(a)	MWh	1,201,094	1,244,305	1,221,320	—	—
	Total Energy Use (intensity)	MWh per million USD revenue	50.3	52.2	49.7	—	—
	Renewable Energy	MWh	273,717	365,053	400,568	—	—
	Renewable Electricity as a % of Total Electricity	%	51%	64%	70%	—	—
	Non-Renewable Energy	MWh	927,377	879,252	820,752	—	—
	GHG Emission, Scope 1 and 2 Market Based^(a)	Metric tons CO ₂ e	247,767	219,406	223,503	—	—
	GHG Emissions, Scope 1 and 2 Market Based (intensity)	Metric tons CO ₂ e per million USD revenue	10.4	9.2	9.1	—	—
	Increase/decrease vs. 2021 (absolute)	%	—	—%	-30 %	-50.4%	2032
	GHG Emissions, Scope 1	Metric tons CO ₂ e	109,771	112,038	136,830	—	—
	GHG Emissions, Scope 1 (intensity)	Metric tons CO ₂ e per million USD revenue	4.6	4.7	5.6	—	—
	GHG Emissions, Scope 2 Market Based	Metric tons CO ₂ e	137,996	107,368	86,673	—	—
	GHG Emissions, Scope 2 Market Based (intensity)	Metric tons CO ₂ e per million USD revenue	5.8	4.5	3.5	—	—
	GHG Emissions, Scope 2 Location Based	Metric tons CO ₂ e	200,911	211,192	210,313	—	—
	GHG Emissions, Scope 2 Location Based (intensity)	Metric tons CO ₂ e per million USD revenue	8.4	8.9	8.6	—	—
	GHG Emission, Scope 3^(b)	Metric tons CO ₂ e	—	3,504,063	—	—	—
	Category 1: Purchased Goods and Services	Metric tons CO ₂ e	—	1,652,261	—	—	—
	Category 2: Capital Goods	Metric tons CO ₂ e	—	134,387	—	—	—
	Category 3: Fuel and Energy Related Activity	Metric tons CO ₂ e	—	56,316	—	—	—
	Category 4: Upstream Transportation and Distribution	Metric tons CO ₂ e	—	436,972	—	—	—
	Category 5: Waste Generated in Operations	Metric tons CO ₂ e	—	7,322	—	—	—
	Category 6: Business Travel	Metric tons CO ₂ e	—	106,011	—	—	—
	Category 7: Employee Commuting	Metric tons CO ₂ e	—	55,207	—	—	—
	Category 8: Upstream Leased Assets	Metric tons CO ₂ e	—	53,674	—	—	—
	Category 9: Downstream Transportation and Distribution	Metric tons CO ₂ e	—	29,870	—	—	—
	Category 10: Processing of Sold Products	Metric tons CO ₂ e	—	Not Relevant	—	—	—
	Category 11: Use of Sold Products	Metric tons CO ₂ e	—	853,276	—	—	—
	Category 12: End-of-Life Treatment of Sold Products	Metric tons CO ₂ e	—	21,706	—	—	—
	Category 13: Downstream Leased Assets	Metric tons CO ₂ e	—	Included in Cat 11	—	—	—
	Category 14: Franchises	Metric tons CO ₂ e	—	Not Relevant	—	—	—
	Category 15: Investments	Metric tons CO ₂ e	—	97,060	—	—	—
	Total Waste Generated^(a)	Metric tons	59,847	55,619	57,260	—	—
	Total Waste Generated (intensity)	Metric tons per million USD revenue	2.5	2.3	2.3	—	—
	Non-hazardous/Non-regulated Waste Generated	Metric tons	35,416	36,185	39,969	—	—
	Diverted from Landfill and Incineration ^(c)	Metric tons	25,268	27,444	30,636	—	—
	Sent to Landfill or Incineration ^(c)	Metric tons	10,148	8,740	9,333	—	—
	% Sent to Landfill or Incineration ^(c)	% of total non-hazardous/ non-regulated waste generated	28.7%	24.2%	23.4%	—	—
	Hazardous/Regulated Waste Generated	Metric tons	24,432	19,434	17,291	—	—
	Diverted from Landfill and Incineration ^(c)	Metric tons	13,077	15,115	15,020	—	—
	Sent to Landfill or Incineration ^(c)	Metric tons	11,355	4,318	2,271	—	—
	Total Water Use	Cubic meters	6,283,289	6,217,785	5,328,265	—	—
	Total Water Use (intensity)	Cubic meters per million USD revenue	263.2	260.9	216.9	—	—

^(a) 2023 and 2024 environmental metrics were not recalculated to include fugitive emissions from refrigerants or other methodological refinements, therefore should not be used for year over year comparison

^(b) 2024 is the most recent year for which a complete inventory is available. Category 13 emissions are included in category 11 emissions for 2024.

^(c) Incineration refers to waste disposed via incineration without energy recovery; waste-to-energy is excluded

Pillar



Environment

Category	Metric	Unit	2023	2024	2025	Goal	Timeframe
Health and Safety Performance	Total Recordable Incident Rate (TRIR)	See accompanying "Notes"	0.49	0.48	0.47	—	—
	Increase/Decrease (vs. prior year)	%	-21%	-2%	-2%	-10%	Annual
	Days Away Restricted or Transferred (DART)	See accompanying "Notes"	0.36	0.38	0.33	—	—
	Increase/Decrease (vs. prior year)	%	-16%	+6%	-13%	-10%	Annual
	Lost Time Incident Rate (LTIR)	See accompanying "Notes"	—	0.24	0.21	—	—
	Increase/Decrease (vs. prior year)	%	—	—	-12%	—	—
	Contractor Fatalities	# of contractors	0	0	0	—	—
	Associate Fatalities	# of associates	0	0	0	—	—
EHS Management Program Certifications	ISO 14001 Certified	# of sites	56	62	61	—	—
	ISO 45001 Certified	# of sites	9	11	12	—	—
	ISO 50001 Certified	# of sites	5	3	2	—	—

Pillar



Foundational elements

Medical Device Product Quality

Category	Metric	Unit	2023	2024	2025	Goal	Timeframe
Speak Up! Compliance Reporting	Speak Up! Reports Received and Investigated	# of reports	>1,220	>1,200	>1,300	—	—
	Speak Up! Reports Received per 100 Danaher Associates	# of reports per 100 associates	1.9	1.9	1.9	≥1.5	Annual
	Self-Identifying Reporters	% of total reporters	37%	32%	39%	≥46%	Annual
Code of Conduct	In-scope Associates Who Completed Code of Conduct and Related Certification	% of total in-scope associates	97%	99%	99%	100%	Annual
QMS Management Program Certification	ISO 13485 Certification	% of total in-scope facilities that are certified	100%	100%	100%	100%	Annual
FDA Registered Sites Classified by highest-risk device produced at site	Total	# of sites	51	53	52	—	—
	High (III)	# of sites	3	5	6	—	—
	Medium (II)	# of sites	36	32	33	—	—
	Low (I)	# of sites	12	16	13	—	—
	Biotechnology Segment	# of sites	2	2	2	—	—
	High (III)	# of sites	0	0	0	—	—
	Medium (II)	# of sites	2	2	2	—	—
	Low (I)	# of sites	0	0	0	—	—
	Life Sciences Segment	# of sites	14	15	16	—	—
	High (III)	# of sites	0	0	1	—	—
	Medium (II)	# of sites	8	8	9	—	—
	Low (I)	# of sites	6	7	6	—	—
	Diagnostics Segment	# of sites	35	36	34	—	—
	High (III)	# of sites	3	5	5	—	—
	Medium (II)	# of sites	26	22	22	—	—
	Low (I)	# of sites	6	9	7	—	—
FDA Inspection Results	Consent Decrees	# of decrees	0	0	0	0	Annual
	Warning Letters	# of letters	0	1	0	0	Annual
	483 Observations	# of observations	4	3	0	0	Annual
FDA Recalls	Total FDA Recalls	# of recalls	18	32	49	—	—
	Class I	# of recalls	0	0	0	—	—
	Class II	# of recalls	18	31	48	—	—
	Class III	# of recalls	0	1	1	—	—
	FDA Initiated	# of recalls	0	0	0	—	—
	Seizures/Consent Decrees	# of seizures/decrees	0	0	0	—	—

Pillar	Category	Metric	Unit	2023	2024	2025	Goal	Timeframe
Sustainability Ratings	Sustainalytics	Danaher Corporation	ESG Risk Rating (Severe - Negligible Risk)	Low Risk	Negligible Risk	Negligible Risk	—	—
	MSCI	Danaher Corporation	ESG Rating (CCC-AAA)	AA	A	AA	—	—
	CDP	Danaher Corporation	Climate Change	B-	C	B-	—	—
			Water Security	C	C	C	—	—
	Ecovadis Ratings	Danaher Corporation	Ecovadis Medal	—	Bronze	Bronze	—	—
		Cytiva Sweden AB	Ecovadis Medal	Platinum	Platinum	Platinum	—	—
		HemoCue AB	Ecovadis Medal	—	Silver	Silver	—	—
		Leica Microsystems GmbH	EcoVadis Medal	—	—	Silver	—	—
		Pall Corporation	Ecovadis Medal	—	—	Silver	—	—
		Aldevron LLC	Ecovadis Medal	—	—	Bronze	—	—
		Beckman Coulter Life Sciences	EcoVadis Medal	—	—	Bronze	—	—
		Beckman Coulter France SAS	Ecovadis Medal	—	—	Bronze	—	—
		Leica Biosystems Nussloch GmbH	Ecovadis Medal	—	Bronze	Bronze	—	—
		Radiometer Medical APS	Ecovadis Medal	—	—	Bronze	—	—
Financial Results	Revenue	Danaher	USD billion	23.9	23.9	24.6	—	—
		Biotechnology Segment	USD billion	7.2	6.8	7.3	—	—
		Life Sciences Segment	USD billion	7.1	7.3	7.3	—	—
		Diagnostics Segment	USD billion	9.6	9.8	10.0	—	—
	R&D	Annual Spend	USD billion	1.5	1.6	1.6		
	Supply Chain	Annual Spend	USD billion	8.0	8.4	8.7	—	—
		Global Suppliers	# of suppliers	>50,000	>48,000	>45,000	—	—
		Annual Supply Chain Spend Assessed Through EcoVadis	% of annual supply chain spend	75%	76%	50%	60%	2025

Notes to the Sustainability 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).
- Unless otherwise indicated, all data presented excludes any amounts attributable to acquisitions or dispositions in the year
- “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
- Danaher’s 2021 Scope 1 and 2 GHG emissions baseline was recalculated to incorporate fugitive emissions from refrigerants, reflecting improved data availability and methodological refinement. No other material methodological changes were made to the 2021 baseline.
- Fugitive emissions from refrigerants are included in 2021 and 2025 but not in 2023 and 2024
- The financial data to which the environmental metrics are normalized is limited to continuing operations and also excludes revenue attributable to acquisitions consummated within the applicable year, to promote comparability
- Danaher sets annual goals for the following metrics:
 - o “Internal Fill Rate”: In 2026, our goal is to fill 75% or more of open Executive & Senior Leader roles with internal candidates
 - o “Voluntary Turnover”: In 2026, our goal is to limit voluntary associate turnover to 6% or less
 - o “TRIR” and “DART”: In 2026, our goal for each of these metrics is to improve our performance by 10% on a year-over-year basis
 - o SpeakUp! Compliance Reporting: In 2026, our goal is to receive 1.5 or more reports per 100 associates and for 46% or more of those reporters to self-identify
 - o Code of Conduct Certification: In 2026, our goal is for 100% of in-scope associates to complete Code of Conduct training and certify their understanding of the Code and all its requirements, including those relating to human rights, anti-harassment, ethics and compliance
- “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
- “Lost Time Incident Rate” is defined as the number of work-related injuries or illness cases that result in an employee missing work or being unable to perform their regular duties, per 100 associates
- Under “FDA Registered Sites of Danaher’s Subsidiaries”, sites are classified according to the highest-risk device produced at the site
- Recalls are reflected in the year the applicable Danaher operating company initiated and reported the recall to the FDA

