# Operations

Our customers rely on our products, services and expertise as they deliver life-changing therapies to patients, protect our environment and keep the public safe. That's why we strive to adhere to the highest ethical, quality and safety standards, embedding rigorous practices throughout our operations to help ensure our customers can count on us. Our diverse network of suppliers is expected to uphold our standards and support a more resilient supply chain that delivers greater sourcing options and competitive pricing, so we remain the best possible partner for our customers.



## HIGHLIGHTS



**100%**

of eligible sites adhere to cGMP[1]



**40+**

operating facilities ISO 14001 certified



**$2.2B**

spend with small and specialty suppliers



**45%**

decrease in TRIR[2] over last five years

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Endnotes:

1. cGMP refers to the current Good Manufacturing Practice regulations enforced by the Food and Drug Administration.
2. The total recordable injury rate (TRIR) represents the number of recordable injuries or illnesses occurring at Thermo Fisher per 100 full-time workers. Recordable injuries are defined by the Occupational Safety and Health Administration (OSHA), part of the United States Department of Labor, and include injuries resulting in one or more of the following: a fatality, lost workdays, restricted workdays, loss of consciousness, medical treatment beyond first aid, or a significant injury or illness diagnosed by a physician or other licensed healthcare professional.

# Quality, regulatory and clinical affairs

Our customers rely on our products and services to consistently meet their expectations and requirements, which is why we put quality at the center of all we do. We must always operate with integrity and transparency, meeting the highest ethical standards and strictly adhering to global regulatory compliance.




The promotion of medical devices and diagnostic products is subject to strict global regulations, including the US Food, Drug and Cosmetic Act. Our policies require that our sales practices, product descriptions and marketing practices must always be fair, accurate and consistent with product labelling. We prohibit promotion of our products for uses that have not been approved by the appropriate regulatory body, and promotional claims must be based on valid scientific evidence and provide accurate, objective and complete information about the product.

Our company Quality Policy requires all Thermo Fisher colleagues worldwide to take personal ownership of quality in their daily work and create a consistent customer experience. Additional procedures, including corrective and preventive action (CAPA), document retention practices, and competence and awareness training provide minimum performance expectations for our quality management system.

During the colleague onboarding process, all new quality team members are provided with training on our quality management system and related policies. Reinforcing individual and collective accountability at every stage of the process, we optimize performance through internal auditing managed by each of our businesses and required, ongoing education.

Our Making Quality Personal learning program elevates the message that quality is everyone's responsibility. It helps our teams gain insights into the impact of their roles on quality and compliance, and trains our colleagues on how to implement the latest tools and techniques. As of 2024, 50% of our colleagues have participated in the program.

## Quality management certifications

Given the diversity of our operations, our sites maintain various certifications and registrations as required by regulators of the markets where we sell our products. Of our eligible regulated sites 100% adhere to current Good Manufacturing Practices (cGMP).[1] Where certification is voluntary, 94% of our sites have a certified quality system such as ISO 9001, ISO 13485 or other ISO certification, demonstrating our unwavering commitment to meeting the highest quality and ethical standards.

Visit our Site ISO Certifications page to find the latest industry standards certifications documents for Thermo Fisher Scientific locations around the globe.

We also expect high-quality standards from our suppliers and aim to source from those compliant with cGMP or possessing ISO certifications where applicable.

## Product compliance, testing and recalls

Across Thermo Fisher, new products are developed within a stage gate design control framework—our product ideation and introduction process. Products are then verified and validated to meet customer expectations and international standards for quality, performance and safety. Our quality management system tracks all processes to completion according to established procedures, including proper record retention. Products are then registered according to country-specific requirements with the appropriate government and regulatory authorities.

Within our businesses, we conduct rigorous, systemic product quality control evaluations to enhance detection of potential emerging quality and safety concerns. Using state-of-the-art equipment, our well-trained quality control teams oversee product testing at different stages of production. In-process and/or end-of-line testing affirms that the product, equipment or medicine will perform as expected.[2]

Within our quality control labs, we conduct sample testing using a recognized, scientific and statistical sampling approach to verify a product's performance before distribution. If a concern is identified, the product is put on hold or quarantined until the issue is resolved. Our robust testing protocols constantly evolve, assuring the highest standards of product quality for our customers.

When a customer contacts us with a concern, we immediately enter the complaint into our quality system, triggering an alert to the relevant manufacturing site or business. Within the system, the issue is evaluated against regulatory requirements to determine whether authorities must be notified. After determining whether the defect or deviation can be replicated, an investigation identifies the root cause and launches a corrective action or countermeasure to prevent the issue from recurring. To maintain transparency in response to product concerns, we keep our customers informed throughout the process.

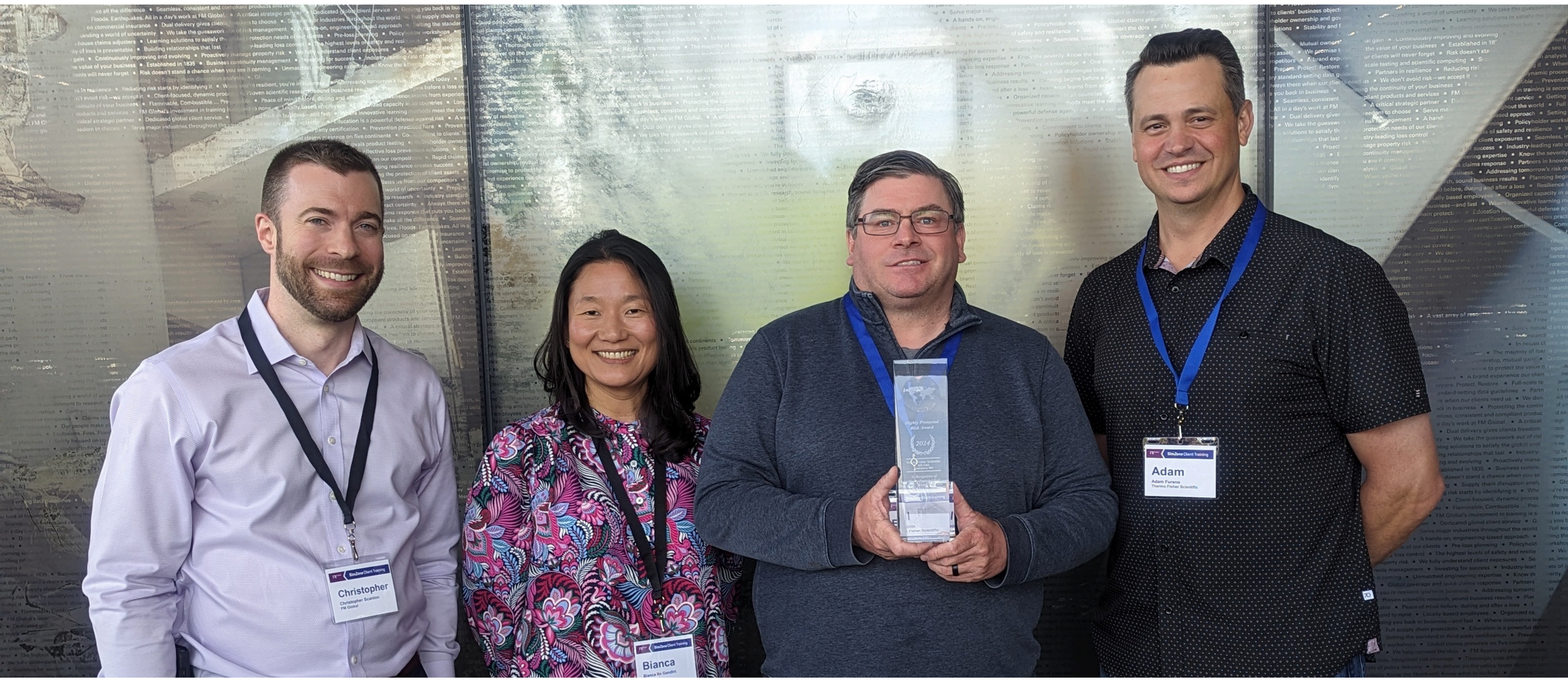
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Endnotes:

1. cGMP refers to the current Good Manufacturing Practice regulations enforced by the Food and Drug Administration.
2. Depending on the production technology, both testing methods may not apply.

# Environmental, health and safety

We are committed to protecting the environment and the health and safety of our colleagues and customers and of the communities where we operate. The Thermo Fisher Environmental, Health and Safety (EHS) Policy outlines this pledge, incorporating the principles of continuous improvement, sustainability and transparency. All colleagues are responsible for upholding our policy and meeting its expectations.




## Environmental, Health and Safety Management System standards

Our EHS Management System (EHS-MS) and the involvement of our colleagues help us maintain a safer work environment. While we are obligated to adhere to applicable domestic and foreign laws and regulations, our EHS-MS standards far surpass minimum legal compliance. We base our EHS-MS on the same tenets contained in widely accepted EHS management system standards and practices like ISO 14001, ISO 45001 and US OSHA's "Recommended Practices for Safety and Health Programs." To reinforce our commitment, these standards are integrated into our company's governance structure, business strategy and operating model. In instances where disparities arise between our company standards and legal requirements, the more rigorous standard prevails.

## Our EHS-MS in brief

1. Management support and leadership
2. Colleague participation
3. Regulatory compliance
4. Hazard identification and risk management
5. Education and training
6. System evaluation and improvement

**42 operating facilities ISO 14001 EMS certified.[1] See the full list of certified sites here.**

## EHS leadership

Creating a safe work environment for our colleagues and protecting the communities where we operate are of the utmost importance to us. We have established an EHS operating model that consists of a network of EHS professionals at the corporate, business, regional and site levels who work together to satisfy compliance requirements, meet company standards and drive continuous improvement.

Our EHS leadership team meets monthly to review global strategy, progress toward goals and company-wide initiatives aligned to a standardized approach. These leaders also host quarterly meetings to engage all EHS professionals worldwide. In 2024, we launched the extended EHS leadership team, which is comprised of 40 EHS professionals who represent our diverse business across 14 countries and three regions. Its purpose is to further drive alignment, foster opportunities for talent development and support continuous improvement.

*"The extended EHS leadership team provides networking opportunities for EHS Leaders across Thermo Fisher's various businesses. Day-to-day we don't interact but through this forum, we collaborate on problem solving as well as projects that have global impact and foster our professional development as leaders."*
*— Maureen Keeler, Senior Director, EHS, Pharma Services, Drug Substance Division, Thermo Fisher Scientific*

**Global EHS community**

- >400 EHS professionals
- Quarterly global town halls to foster alignment
- Five EHS Communities of Practice

## Prioritizing colleague safety

We track EHS progress from the company level to the site level using two key metrics—total recordable injury rate (TRIR) and lost-time injury rate (LTIR)—to monitor ongoing performance and identify opportunities for improvement.[2,3] These metrics are standard industry rates that measure the number of injuries resulting in a recordable incident or lost workdays, both per 100 workers. Our proactive approach to site safety and continuous improvement has helped decrease our TRIR by 45% in the last five years.

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Lost-time injury rate[2] | 0.21 | 0.21 | 0.17 |
| Total recordable injury rate[3] | 0.43 | 0.35 | 0.29 |

## EHS compliance audit program

At the corporate level, our internal EHS audit program evaluates site operations for compliance with all applicable environmental, health and safety laws, regulations and other related standards that we may endorse and adopt, including our internal EHS-MS. Our internal auditors and site representatives leverage a Corrective and Preventive Action (CAPA) process to help ensure effective and timely resolution of any noncompliance matters that are discovered. Additionally, within the first year of integrating a new business, in-person baseline audits are conducted to assess the operations of any facilities acquired through a merger or acquisition.

**Property loss prevention**

Building on our internal EHS audit process, we partner with a third-party engineering firm to conduct regular external property and loss prevention audits for all major[4] operating sites. These audits help identify and assess our physical risks and provide a deeper understanding of our business resilience in the event of fires or natural disasters such as hurricanes, floods, earthquakes and tornadoes. This same firm also partners with us during new construction and renovation to minimize our risk and maximize resilience in the way we design and build new facilities.

**Climate scenario analysis**

We conduct climate scenario analyses to deepen our understanding of the risks our company faces due to the changing global climate. While aligned with the framework created by the Task Force on Climate-Related Financial Disclosure (TCFD), we are expanding our approach to also ensure alignment with applicable EU regulation. Our program evaluates the potential impacts and physical risks of climate-related events, such as coastal flooding, wildfires, water stress and extreme temperatures and is further detailed in our TCFD statement. As climate science and models continue to advance, we plan to conduct regular climate scenario analyses to inform our long-term climate and loss-prevention strategies, as a component of our enterprise risk management process.

Our TCFD statement includes more information on climate-related risks and opportunities in our CSR disclosure index.

## Business continuity management

Thermo Fisher maintains a Business Continuity Management System (BCMS) Policy, which establishes principles, practices and the governance structure for our business continuity plans. The BCMS Policy details minimum requirements and performance expectations for critical business processes throughout the company, including in manufacturing, distribution, clinical research and laboratory operations, and ensures business continuity plans are implemented globally in an efficient, effective and consistent manner.

The BCMS Policy is based on widely accepted BCMS standards (e.g., ISO 22301, ISO 22313, NFPA 1600, ASIS SPC.1-2009), adapted to our corporate governance and operating philosophy, and includes six key elements required for all business continuity plans.

Key elements of the policy are:

- Risk assessment
- Business impact analysis
- Emergency response
- Crisis management
- Crisis communication
- Operational restoration and recovery

### 2024 highlights

#### AI agents for EHS

By leveraging advanced AI, we are enhancing our EHS operations and empowering teams with actionable tools to make safety and compliance part of their everyday mindset. This includes the development of tailored AI agents, which can autonomously navigate higher-level processes. We have introduced AI agents that cover a wide range of safety topics from staying up to date on compliance requirements to simplifying regulatory reporting. Through technology, we are accelerating continuous improvement and furthering our efforts to create a safer workplace for everyone.

#### Improved EHS data management

We launched our new global EHS Data Management System, accompanied by our revised Global Intelex Incident Report Policy, to standardize incident reporting across our businesses. The new system allows us to expand our EHS metrics and standardized reporting to global leadership. The policy aims to promote a proactive approach to incident reporting and foster continuous improvement in EHS practices.

#### Operational resilience

Nine of our major[4] sites were awarded the prestigious Highly Protected Risk designation by our property insurance carrier. These sites, representing our pharma services, life sciences, bioproduction, clinical research and analytical instruments businesses, met the highest industry standards for property protection by implementing various measures to prevent and minimize potential damage to equipment and facilities essential to our operations and customers. Measures included improved sprinkler system protection, earthquake bracing, and emergency response planning.

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Endnotes:

1. Includes manufacturing, warehouse, and laboratory campus locations. Excludes offices, service depots, and research clinics.
2. The lost-time injury rate represents the number of lost-time injuries or illnesses occurring at Thermo Fisher per 100 full-time workers. Lost-time is defined as one or more days away from work due to a work-related injury or illness.
3. The total recordable injury rate represents the number of recordable injuries or illnesses occurring at Thermo Fisher per 100 full-time workers. Recordable injuries are defined by OSHA, part of the United States Department of Labor, and include injuries resulting in one or more of the following: a fatality, lost workdays, restricted workdays, loss of consciousness, medical treatment beyond first aid, or a significant injury or illness diagnosed by a physician or other licensed healthcare professional.
4. Defined as sites with a total insured value (TIV) that is greater than $40 million.

# Responsible sourcing

Fulfilling our Mission requires a large supply base across our global network. These suppliers support our research and development teams and provide the raw materials, lab equipment, chemicals and other vital goods used across our manufacturing and service network around the world. We strive for a supply chain that promotes differentiation and generates economic development in local communities, which we advance through our small and specialty supplier program.



## Supplier Code of Conduct

To help govern our network of suppliers, the Thermo Fisher Supplier Code of Conduct outlines our expectations for suppliers and partners, and their subcontractors, in the areas of ethical practice, human rights, health and safety, environmental responsibility and management systems. It is integrated into supply agreements and terms and conditions, and suppliers agree to share their performance against code expectations at our request.

Read more about responsible sourcing here.

## Supply chain due diligence

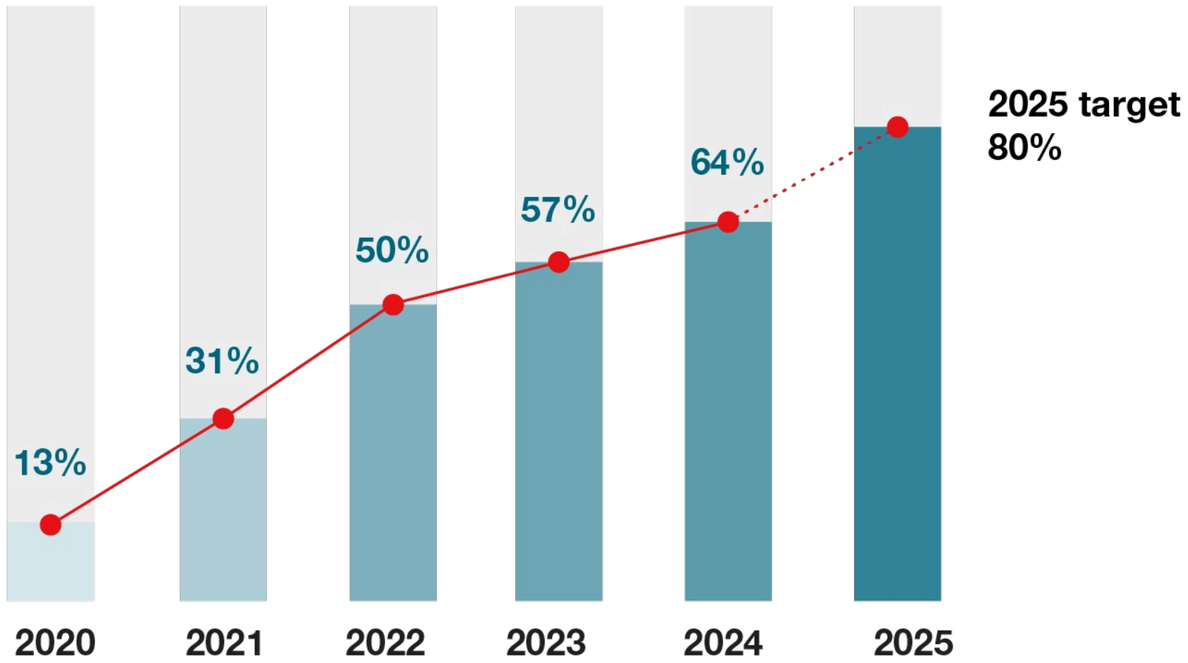
Our expansive supplier network impacts manufacturing, distribution and non-production expenses. To optimize the effectiveness of our responsible sourcing strategy, we prioritize our supplier engagement activities based on contribution to our spend, criticality in delivering products to meet customer demand, and potential for ethical, human rights or environmental risk.

We use a globally recognized third-party platform to monitor compliance with our Supplier Code of Conduct and to assess and accelerate improvements in supplier practices related to ethics, the environment, sustainable procurement and labor and human rights.

The Supplier Code of Conduct also details our expectation that suppliers share our commitment to minimizing adverse impacts on communities and the planet. We place a strong emphasis on engaging suppliers to address climate change and support Thermo Fisher in achieving our ambitious net-zero goals.

In 2020, we set a five-year goal to assess 80% of direct materials for ethics, human rights and environmental performance. We are on track to achieve this target as suppliers in our program are expected to meet or exceed our scoring threshold to demonstrate strong management practices.

## Our progress to 2025




**% direct materials spend assessed for sustainability**

### Compliance

In 2024, we expanded our existing German supplier onboarding process to suppliers in Switzerland and Norway, ensuring we meet country-specific EU regulatory requirements. We also deployed an onsite audit program as a continuation of our efforts to expand our supply chain due diligence program beyond the high-spend direct materials segment to incorporate suppliers that demonstrate a greater inherent compliance risk. The scale of this program includes monitoring of nonconformances and oversight to help drive continuous improvement. On-site audits may also be utilized to investigate credible human rights concerns or complaints, most often raised through our Global Ethics Hotline. If substantiated, we work toward remediation of any identified work practices in conflict with our Supplier Code of Conduct.

### Human rights and modern slavery

Our 4i Values of Integrity, Intensity, Innovation and Involvement are the foundation of our culture, guiding all interactions with our customers, suppliers and partners, and communities, and with each other. As the first of these values, Integrity reminds our colleagues to honor commitments, communicate openly and demonstrate the highest ethical standards. This includes a commitment to ensuring that we and our suppliers respect human rights and fair labor practices, and uphold global standards for equal opportunities, the freedom to associate, as well as the elimination of modern slavery, human trafficking, and harmful or exploitative forms of child labor.

We publish an annual Human Rights and Modern Slavery Transparency Statement pursuant to global regulations, including:

- the California Transparency in Supply Chains Act (“California Act”),
- section 54(1) of the UK Modern Slavery Act (“UK Act”),
- the reporting requirements under the Commonwealth of Australia Modern Slavery Act (“Australian Act”),
- the Norwegian Transparency Act (“Norwegian Act”),
- the Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor (“VSoTr”), and
- the Canadian Fighting Against Forced Labor and Child Labor in Supply Chains Act (“Canadian Act” and, collectively, the “Acts”).

Access our current statement on our Reporting hub.

To learn more about our approach to human rights, please visit our Ethics page.

### German Supply Chain Act (LkSG)

As of January 1, 2023, the German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz - LkSG) has come into force. The purpose of this legislation is to ensure that companies with operations and facilities in Germany maintain human rights and environmental standards across their supply chain.

For a more comprehensive overview of this legislation and its effects on our business, please review our company’s policy statement.
For details on our risk management and due diligence approach in accordance with LkSG, please review our LkSG Report.

### Responsible mineral sourcing

Our products use a variety of materials, including tantalum, tin, tungsten, and gold (3TG). We are committed to sourcing materials from suppliers that share our values regarding human rights and environmental sustainability. In addition to issuing supplier assessments and improvement plans, Thermo Fisher also conducts traceability due diligence for responsible sourcing of 3TG, and works with the Responsible Minerals Initiative to drive the ethical sourcing of minerals.

Our Responsible Minerals Sourcing Statement and Thermo Fisher Form SD and Conflict Minerals Report are available on our Reporting hub. Inquiries can also be made to the Thermo Fisher Responsible Minerals mailbox: conflict.minerals@thermofisher.com.

Information on how our supply chain impacts our decarbonization strategy is in the Environment section.

### Training and capability building

In championing the CSR initiatives of our own supply chain partners, in 2024 we continued to enhance the education offerings provided through our supplier due diligence program.

**For industry:**

Contributed to the featured case studies in the Sustainable Procurement Pledge's "Unlock the Power of Best Practice Sharing" event, highlighting our best practices and recommendations in the areas of:

- Accelerating renewable energy with customers and suppliers
- Net zero supplier engagement
- Carbon capital planning

**For procurement colleagues:**

- More than 800 procurement and sourcing colleagues completed the Introduction to Supplier Responsibility e-learning course
- 300 colleagues engaged in live supplier responsibility training webinars
- Introduced sourcing agreements with new sustainability terms that support our net-zero ambition
- Continued to train procurement and sourcing specialists on the objectives and expectations of our small and specialty supplier program

**For supply chain partners:**

- Engaged over 500 supply chain partners on starting or accelerating their net-zero efforts
- Delivered local language sessions to maximize inclusion, engagement and compliance of partners trained on our supplier risk assessment program

## Small and Specialty Supplier Program

A multi-faceted supplier base supports the resilience of our supply chain. Our small and specialty supplier13 program is integral to offering customers broader sourcing options, providing them access to quality products and fostering innovative solutions at competitive prices.

In 2024, our spend with small and specialty suppliers was $2.2 billion. We continually grow our program, in part, by engaging with third-party organizations and certifying bodies that facilitate new relationships and insights for a more differentiated supplier network.

To contribute to the development of small and specialty supply partners, our procurement teams provide them with regular feedback that can enhance their capabilities over time and strengthen their competitive positioning within our global network. We also advise our customers on shaping more robust and transparent supplier programs. Collectively, our approach further unlocks unique business opportunities across our value chain.

### Mentorship program

In 2024, we continued our mentorship program for small and specialty businesses through the organization Diversity Alliance for Science. Our premier collaboration was with Innovative Development (ID-LLC), a woman-owned business that offers repeatable, reliable and defensible legal and records management solutions. ID-LLC's mentorship goals centered on marketing strategies to raise targeted awareness and understanding of their offerings, which are designed to mitigate risk, reduce costs, and streamline processes. For industry professionals, we focused on deploying a series of webinars under the Innovative Development Education Academy banner, a resource for records management and information governance experts. We also gathered input from life sciences procurement teams and used the insights to refine value proposition statements targeting nontechnical stakeholders.

*“The mentorship with Thermo Fisher has empowered me to pitch confidently on demand while refining my message to resonate with each audience. Additionally, the valuable feedback I received from multiple Thermo Fisher employees has enabled me to make changes that convey my message more clearly and visually to the audience.”*
*— Amanda Rodi, Owner, Innovative Development*

## About

Our Corporate Social Responsibility (CSR) website reflects our commitment to society and our stakeholders, and details our progress on relevant priorities. It is regularly updated to feature the latest on our CSR programs, achievements and performance.

In 2024, we completed the acquisition of Olink Holding AB (publ) (“Olink”), a provider of leading solutions for advanced proteomics discovery and development. This content and data is inclusive of all Thermo Fisher Scientific entities, including Olink Proteomics AB (559046-8632) and Phadia AB (556041-3204).

Any 2024 data covers the period from January 1 to December 31, 2024 and can be found aggregated in our Data summary. For select environmental performance indicators, our company’s third-party auditor has provided independent external assurance. Assured data is clearly marked in the Data summary, and a copy of the assurance statement is available in our Reporting hub providing details on the assurance scope, standards used, work undertaken and conclusions.

For questions or comments regarding this content or our CSR strategy, please contact us at sustainability@thermofisher.com.

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Endnote:

1. Our supplier classifications are aligned to the United States government and industry standards.