This has been a year of transformation for Danaher, as we prepared for and navigated the spin-off of Fortive Corporation into an independent public company, welcomed Pall Corporation and other new businesses into the Danaher family, and began an exciting next chapter with the articulation of Our Shared Purpose: Helping Realize Life’s Potential.

Our Shared Purpose inspires us to focus all that we do for the benefit of our shareholders, the development of our associates, and the good of our customers, our communities and our planet. This 2016-2017 Corporate Social Responsibility (CSR) Report, the follow-up to our 2014-2015 report, is an ideal opportunity to showcase it in action.

As you know, Danaher’s tradition of CSR extends far beyond the publication of our first official report two years ago. For more than three decades, it has been woven into the fabric of our Core Values, the Danaher Business System (DBS) and our team-oriented culture, which set a high bar for professional growth, innovation and continuous improvement in the service of our stakeholders.

On a daily basis, our businesses improve health and safety around the world. Our products and services assist in life-saving research and diagnostics, protect consumer packaging and contribute to environmental stewardship in substantive ways. In these pages, you’ll see how Laetus helps protect consumers around the world by making it easy and efficient to comply with pharmaceutical tracing
regulations. You’ll read about Leica Microsystems’ innovative, award-winning packaging that reduced its carbon footprint by approximately 60 tons per year. And you’ll learn about Radiometer’s unique approach to providing healthcare teams in developing countries access to important diagnostic tools.

We carry this important work forward, as we have always done, with a focus on the highest standards of honesty and integrity at every level of our organization, and a deep commitment to safe working conditions for every associate. We are placing a greater emphasis on complementing our external performance with internal initiatives that ensure supportive, diverse and inclusive work environments worldwide—places where our associates can be themselves, engage deeply with their work and seize opportunities to realize their own potential through professional development.

We are proud of our progress since the publication of our last CSR report, but at Danaher, our dedication to continuous improvement means that we can always do better. We will keep pushing ourselves, in the spirit of Our Shared Purpose, Core Values and DBS, to bring lasting and meaningful value to the world. This is just the beginning.

Thank you for your support as we work together to Help Realize Life’s Potential.
Company Overview

We are a science and technology innovator committed to solving our customers’ most complex challenges, and improving quality of life around the world.

OUR BUSINESSES

Life Sciences Every day, scientists around the world are studying chronic diseases and infections at the cellular level to understand causes, identify treatments and test new drugs and vaccines. Danaher’s Life Sciences companies help make this leading-edge scientific research possible at clinical research facilities, academic institutions and government agencies. Our capabilities extend beyond research to include the world’s most advanced filtration, separation and purification technologies, which help power the creation of biopharmaceuticals, microelectronics and more.

Diagnostics Wherever health care happens—from a family physician’s office to leading trauma hospitals, laboratories and critical care units—Danaher’s Diagnostics businesses help safeguard patient health and improve diagnostic confidence with the most advanced tools and software available. As our global population expands, we help the medical field keep pace through powerful preventative and predictive care and automated processes.

Dental If you have ever sat in a dentist’s chair, your experience was likely made better by Danaher businesses. Our precision tools and powerful lights help clinicians work accurately and efficiently. Our software powers comprehensive, digital diagnostics and treatment planning to keep teeth and gums healthy. Our advanced restoratives, implants and orthodontic offerings help correct smiles quickly and safely. Danaher’s Dental companies are committed to making dental care increasingly safe, effective, comfortable and accessible around the globe.

Environmental & Applied Solutions From innovative consumer packaging to drinking water purification, Danaher’s Environmental & Applied Solutions businesses help protect precious resources and keep our global food and water supplies safe. Our Product Identification businesses touch consumer, industrial and pharmaceutical products throughout the supply chain to help ensure freshness, consistency, and accurate labeling and tracking. Our Water Quality businesses deliver precision instrumentation and advanced purification technology to help analyze, treat and manage the world’s water, from municipal and wastewater treatment facilities to lakes, streams and oceans.

All data in this report are from continuing operations unless otherwise noted. Data from continuing operations excludes all data related to the Fortive Corporation business that Danaher spun-off in 2016 and the Communications business that Danaher split-off in 2015.
ANNUAL SALES

2013 $12.4B

2014 $12.9B

2015 $14.4B

WORLDWIDE FOOTPRINT

BLUE SHADING REPRESENTS COUNTRIES WITH DANAHER OFFICES
Corporate Social Responsibility is deeply ingrained in Danaher’s culture and work, and has been for decades. Our decentralized operating structure gives our operating companies the flexibility and freedom to run their businesses in ways that most effectively serve their customers; however, we are united by our deeply embraced Core Values, Shared Purpose and Danaher Business System:
Within this report, we cover the elements of corporate social responsibility that matter to our stakeholders—our associates, customers and shareholders:

- **Improving Quality of Life Through Innovation**
- **Associate and Community Engagement**
- **Environment, Health and Safety Stewardship**
- **Integrity and Compliance**
- **Corporate Governance**
Improving Quality of Life Through Innovation

When Danaher invests in innovation, not only do we seek to gain competitive advantage in our markets, we meaningfully improve quality of life around the world. Our businesses are dedicated to advancing life-saving research, improving health and safety, and promoting environmental stewardship by reducing packaging waste, protecting our water supply and defending fragile ecosystems.

COMBATING COUNTERFEIT MEDICINE

The lives and safety of consumers and patients worldwide are threatened by an enormous increase in forged drugs. The World Health Organization estimates that over 10% of the medicines consumed in developing nations may be counterfeit. A 2015 INTERPOL-coordinated global operation targeting the criminal networks behind the sale of fake medicines resulted in 156 arrests and the seizure of almost 21 million illicit and counterfeit medicines, worth $81 million.

Many governments have reacted by enacting laws that set more stringent traceability standards, but how pharmaceutical manufacturers implement these regulations differs widely. Laetus is working to protect consumers by making compliance with these regulations as easy and practical as possible. Laetus Secure Track & Trace Solutions can be used over the entire pharmaceutical supply chain to mark, code, track and trace drugs, from initial production to the consumer. Laetus solutions are modular and flexible enough to help pharmaceutical manufacturers comply with any level of regulation from simple marking and coding to tamper-protective packaging and traceability.
Leica Biosystems believes that “A Patient’s Diagnosis Begins with the Right Tissue.” Our Mammotome breast biopsy systems help clinicians accurately diagnose breast cancer through minimally invasive procedures that are more comfortable for patients. Over 20 years after introducing the first vacuum-assisted breast biopsy device, the company’s innovations continue to improve biopsy tissue quality and processing, with the future vision of enabling histologists and pathologists to provide patients a confident diagnosis within 24 hours of their initial biopsy.
OTT Hydromet has more than 60,000 environmental monitoring stations in operation around the globe, providing real-time, early warnings of approaching floods that can help save lives and minimize property damage.

In Sri Lanka, public authorities depend on hydro-meteorological data in their day-to-day work, yet up-to-date data is often lacking or unreliable. As a result, a new hydro-meteorological monitoring network, including 122 stations powered by OTT technology, is being updated and extended across the country. OTT's technology is helping keep communities safe by providing public decision-makers and scientists with the data they need to forecast, analyze and mitigate flood and drought conditions, and to operate dams and water infrastructure in extreme hydrological events.
IMPROVING OUTCOMES FOR DENTAL IMPLANT PATIENTS

Nobel Biocare’s innovative, implant-based dental restorations integrate with a patient’s natural jawbone, forming a strong and long-lasting foundation for replacement teeth that look, feel and function like natural teeth. To help ensure that patients have adequate bone to accept a dental implant, Nobel Biocare recently introduced the creos™ xenogain range of bone substitutes. Each creos™ xenogain option acts as a slowly resorbing scaffold, maintaining space for bone regeneration to help build a basis for successful dental implant placement.

REDUCING CARBON FOOTPRINT THROUGH PACKAGING DESIGN

Leica Microsystems’ Singapore team won the 2015 Singapore Packaging Star Award and the 2015 Asia Star Award for its innovative new packaging design for the SPIDER stereomicroscope. The redesigned packaging eliminated secondary materials such as tape and filler, incorporated 100% recycled polyethylene foam and reduced package volume by 50%. The reductions in packaging materials and related improvements in transportation efficiency yield an estimated carbon footprint reduction of 60 tons per year. The new packaging is more ergonomic for associates, more durable, easier to unpack, and results in less waste for our customers.

REDUCED PACKAGE VOLUME BY 50%
Associate and Community Engagement

At Danaher, we are committed to serving our businesses, our associates and the communities in which they work.

We invest in the growth and development of our people and take meaningful action toward building a culture of diversity and inclusion. We build the best team by developing leaders at all levels of our organization, recognizing outstanding performance and shaping our culture to meet our stakeholders’ needs. We seek out a wide range of unique experiences, perspectives and talents, ensuring that diverse voices and viewpoints are heard and celebrated.

We extend our impact outside of Danaher by supporting a range of science and technology education, healthcare research and disaster relief causes that align with our business goals to improve quality of life worldwide. In addition, Danaher associates around the world take active roles in advancing causes close to their hearts. From blood drives and fundraisers to service days and awareness campaigns, we are proud of what our associates do to make a difference.

UNDERSTANDING AND REWARDING PERFORMANCE

Our Performance for Growth Cycle (P4G) enables managers to drive business performance while developing and rewarding associates. This critical business process uses Danaher’s Core Values and strategic priorities, as well as each operating company’s particular tactical objectives, to determine how each associate’s performance is evaluated. At the start of each annual cycle, managers work with associates to clearly define what they need to accomplish and how to achieve those objectives. The cycle is completed through regular and meaningful engagement with associates to track progress, and recognize achievements.
SUPPORTING PROFESSIONAL GROWTH AND DEVELOPING OUR FUTURE LEADERS

Outstanding performance results from a team of engaged and empowered associates. At the heart of this is outstanding leadership. We are building leaders for today and the future by developing associates’ skills in all stages of their careers through extraordinary personal and professional growth and career opportunities. Danaher’s unique structure allows us to offer our associates a wide variety of experiential learning, including job placement across our operating companies, cross-functional DBS events, and projects that span our operating companies. We supplement these offerings with additional, formal development programs:

**CAREER HUB.** Our internal marketplace for new jobs helps match associates’ interests and passions with dynamic and challenging career opportunities throughout the company.

**LEADERSHIP TRAINING.** We tailor our programs to strengthen defined, critical leadership competencies for associates at all levels, from individual team members to Presidents. For example, our Building Inclusive Leaders and Team program engages associates to promote diversity and inclusion in the workplace.

**DEVELOPMENT FOR GROWTH (D4G).** This program integrates P4G, our cross-operating company talent management tool with our Leadership Training programs to help managers work with associates to build effective career development plans.

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**REALIZING PROFESSIONAL POTENTIAL THROUGH MENTORING**

ChemTreat’s Women’s Forum is designed to help women overcome the unique challenges they face in the workplace. Open to associates of all genders, the forum offers a supportive space for women of diverse backgrounds and achievements to come together to discuss their ideas, accomplishments, aspirations and challenges. ChemTreat also recognizes that mentorship is a critical component of professional development and facilitates dedicated mentor circles for women every 4-6 weeks.

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**DANAHER ENGAGEMENT CYCLE**

Your voice matters.

**NUMBER OF WORLDWIDE ASSOCIATES AT YEAR END 2015:**

~ 59,000

**% OF ASSOCIATES WHO RECEIVED A PERFORMANCE REVIEW IN 2015:**

93%

**2015 ASSOCIATE ENGAGEMENT SURVEY PARTICIPATION:**

94%

**IMPROVEMENT IN ASSOCIATE ENGAGEMENT FAVORABILITY RATING FROM 2013 TO 2015:**

+6%

**IMPROVEMENT IN SUPERVISOR EFFECTIVENESS RATING FROM 2013 TO 2015:**

+6%
ADVANCING OUR WORK THROUGH THE DANAHER FOUNDATION

In addition to our operating companies’ charitable contributions and community engagement activities, the Danaher Foundation provides direct financial support to the following areas to advance our vision of improving quality of life around the world:

STEM EDUCATION. We are helping to prepare the next generation of scientific leaders by advancing science, technology, engineering and mathematics (STEM) education.

HEALTHCARE RESEARCH AND DISCOVERY. We extend our businesses’ efforts to advance healthcare research and discovery around the world with direct charitable support.

DIVERSITY. We are building a pool of strong future teams and leaders by supporting educational outreach programs that identify, grow and sustain diverse talent.

DISASTER PREPAREDNESS AND COMMUNITY ENGAGEMENT. With a special focus on communities where our businesses operate, we aid in recovery efforts when natural disasters strike or other immediate needs arise.

WORKING TOGETHER TO REBUILD A COMMUNITY

In 2016, a wildfire swept through the Canadian provinces of Alberta and Saskatchewan, destroying homes and buildings, and prompting the largest wildfire evacuation in Albertan history. Our SCIEX Canada office came together to support the community, many of whom lost everything as a result of the massive fires. Through a silent auction, raffle drawings, a barbeque and other fundraising activities, the team raised more than $10,000 for the Red Cross Alberta Fires Appeal to qualify for a matching donation from the Governments of Canada and Alberta. The Danaher Foundation supplemented these fundraising efforts with an additional $10,000 contribution toward Red Cross relief efforts in the area.
DANAHER’S DENTAL BUSINESSES RECOGNIZE THAT HEALTHY MOUTHS PROVIDE A FOUNDATION FOR HEALTHIER BODIES. OUR TEAMS TAKE A STRONG INTEREST IN PROVIDING DENTAL EDUCATION, RESOURCES AND SUPPORT TO THE COMMUNITIES THAT NEED IT MOST:

**KAVO KERR GROUP** volunteered time and materials to support the Las Vegas, Nevada homeless population as a part of the 6th Annual Impact Day. The program’s health fair featured the NOMAD portable intra-oral scanner and offered free oral cancer screening, fluoride varnish and oral care demonstrations. Together, 40 volunteers served more than 350 clients.

**FOR THE 8TH YEAR IN A ROW**, DEXIS partnered with TeamSmile® to help underserved children in communities across the United States obtain free screenings, treatment and dental education. DEXIS provides volunteers, funding and systems, such as DEXIS™ Platinum sensors, CariVu™ caries detection and DEXcam™ intra-oral cameras.

**EXPANDING ACCESS TO ADVANCED DIAGNOSTICS**

Radiometer strives to improve global healthcare by supplying blood gas analyzers and related products to help caregivers around the world provide patients with accurate, fast and easy diagnoses. Radiometer’s team takes great pride in finding new ways to improve patient treatment in less privileged parts of the world and enhanced those efforts with the development of its Access to Healthcare program in 2015. The program enables sales of reconditioned, used instruments in markets that would otherwise have limited access to such technology, such as the Philippines, Serbia, Brazil, Russia and Iraq.

**KERR HAS PARTNERED** with the University of Buffalo School of Dental Medicine to enhance dental students’ clinical educations and bring comprehensive dental care to the underserved community of San Francisco de Macoris, Dominican Republic. For the last two years, Kerr has donated supplies and financial support to help send dental students and faculty on service trips to treat the community.

**NUMBER OF INDIVIDUALS PARTICIPATING IN DANAHER DEFINED BENEFIT PLANS AS OF YEAR-END 2015:**

>55,000

Danaher earned a perfect score of 100% on the 2016 Human Rights Campaign Corporate Equality Index and the distinction as one of the “Best Places to Work for LGBTQ Equality,” matching the perfect 100% scores we received in 2015 and 2014.
Environment, Health and Safety Stewardship

Keeping our associates safe has been our top priority for decades. We build safer, healthier work environments and practices through our Environment, Health and Safety (EHS) programs, which we continuously improve using DBS. In 2015, Danaher introduced 4E, a DBS-based framework for managing EHS issues. This framework enables our associates to identify, assess and control hazards related to the 4Es: ergonomics, energetics, exposures and environment.

We are implementing 4E worldwide via important DBS processes like kaizen events (events that bring together associates from various departments to examine a problem, propose solutions and implement changes) and the management of change process (our approach to managing transitions and projects that impact our facilities and operations).

We designed our “Stop, Think and Speak Up” program to improve associate awareness of and involvement in managing EHS issues. Our associates are required to complete an EHS training course annually that teaches the importance of “Stop, Think and Speak Up,” and a number of our operating companies have made the program a centerpiece of their EHS efforts.

WORKING TOWARD ZERO LANDFILL STATUS

Videojet has established the Solid Green Program to reduce its carbon footprint and achieve zero landfill status for its Wood Dale, Illinois facility. Educational campaigns and visual reminders help raise awareness and personal involvement around “going green.” Teams have re-engineered packaging to be foam-free; worked with suppliers to return and re-purpose inbound packaging; reduced printing and defaulted to double-sided copies; changed to biodegradable containers and utensils in the cafeteria; and implemented off-site composting. Videojet has also invested in infrastructure that improves energy efficiency and reduces water consumption, such as automated low-flow restroom fixtures. The initiatives in Wood Dale have been so successful, reducing solid waste going to landfill by 92% since 2013, that Videojet intends to implement the processes in all of its manufacturing plants globally.

SOLID WASTE GOING TO LANDFILL REDUCED BY 92% SINCE 2013
Danaher’s new 39,300 square foot office complex in Shanghai, China, which opened in 2016, brings together over 2,000 Danaher associates under one roof. It not only provides better collaboration opportunities for our associates in China, but offers a healthier work environment. The office was designed with environmental sensitivity and associate health in mind, providing greater access to the outdoors and environmentally friendly landscaping. Danaher also invested in associate well-being with features such as ergonomic office furniture and advanced air filtration systems that purify, sanitize and ionize the internal air, removing airborne pollutants such as smog, smoke and viruses.
The metrics on this page includes all reported data from Danaher sites.

**2015 SAFETY & HEALTH INCIDENT RATES**
(from continuing operations)

**RECORDABLE INCIDENT RATE**
(Number of work-related injuries or illnesses serious enough to require treatment beyond first aid, per 100 associates working a full year):

8.09

**DAYS AWAY, RESTRICTED OR JOB TRANSFER CASE RATE**
(Number of work-related injuries or illnesses serious enough to cause an associate to miss one or more work days or to have one or more work days of restricted duty or job transfer, per 100 associates working a full year):

0.65

**LOST DAY RATE**
(number of days an associate missed work due to work-related injuries or illnesses, per 100 associates working a full year):

8.09

Learn more about our EHS Policy by going to www.danaher.com/EHS_Policy.
RECOGNIZING A MILESTONE SAFETY RECORD

In 2016, ChemTreat’s Nederland, Texas plant celebrated 25 years of no “lost time incidents.” Like all Danaher operating companies, ChemTreat’s top priority is safety in the workplace, and the team achieved this exceptional milestone by:

- **REQUIRING RIGOROUS SAFETY TRAINING FOR ALL NEW ASSOCIATES AS PART OF THE ONBOARDING PROCESS**

- Requiring near misses to be reported by everyone, to immediately identify unsafe behaviors and conditions, and address potential problems before they escalate

- **Ensuring that responsibility for following and enforcing safe work practices is shared by everyone, not just safety managers**

- Continually using DBS tools, such as kaizens, action plans, and 5S, as well as a focus on ergonomics, to identify and address issues, sustain positive change and prevent future incidents

Since Danaher published its last CSR report in 2014, our portfolio of businesses has undergone a fundamental transformation as a result of our spin-off of the Fortive Corporation businesses, split-off of our Communications businesses and acquisition of Pall Corporation, among other acquisitions. We have elected to not to include in this report historical metrics for water and energy usage and waste generation in light of the challenges of reliably tracking these metrics during the course of these fundamental portfolio changes and the fact that such historical data would not accurately represent the operating profile of our current portfolio.
Integrity and Compliance

Danaher is committed to doing business with integrity. We are known and respected for dealing honestly and fairly with our investors, suppliers, partners, customers, associates and competitors.

We believe, with conviction, that acting with integrity at all times is fundamental to our success, both individually and as an organization. Our integrity and compliance program motto says it all – Your Integrity: Our Success.

The key objectives of our Integrity and Compliance program are to:

- Prevent violations of law, regulations and Danaher’s Standards of Conduct globally
- Increase awareness and understanding of integrity and compliance-related risks
- Promote an environment where concerns are raised openly and addressed appropriately
- Identify and proactively mitigate new or increased risks as Danaher’s business evolves
- Generate tools and actions responsive to Danaher and operating company-specific risks
- Provide expert response and countermeasure of compliance misses

40,144 associates were assigned 2015 compliance training

98% of assigned associates completed 2015 compliance training
CONTINUOUSLY IMPROVING COMPLIANCE

The versatility of DBS makes it particularly useful in enhancing our compliance program. For example, we use an interactive, electronic database to track our most important compliance metrics, allowing our teams to use visual management to clearly identify areas for improvement, and understand their performance relative to other operating companies by business and region. This year, we held the first kaizen for our corporate compliance program, engaging a cross-functional team to assess and improve our methods for delivering in-person compliance training to our third party partners.
Corporate Governance

HOW WE GOVERN OUR COMPANY

Corporate governance at Danaher is designed to serve the long-term interests of our shareholders, strengthen our leaders, foster responsible decision-making and accountability, and inspire public trust.

How Our Board of Directors and Management Team Work

Structure and Responsibilities.

Our Board of Directors:

- works with management to determine Danaher’s long-term strategy;
- evaluates the performance and determines the compensation of our CEO and other executive officers;
- is responsible for CEO succession planning;
- oversees Danaher’s internal controls over financial reporting; and
- oversees our risk assessment and risk management program.

Our Board consists of eleven members, including two women. We have separated the positions of Chairman of the Board and CEO and, because our Chairman is an executive officer, our Board has appointed a Lead Independent Director to chair meetings of the independent directors and act as a liaison, as necessary, between the independent directors and the management directors. The Board’s Audit Committee, Compensation Committee and Nominating and Governance Committee each consist entirely of independent directors.

Board Qualifications and Nomination. Our Board and its Nominating and Governance Committee believe it is important that our directors demonstrate:

- personal and professional integrity and character;
- prominence and reputation in his or her profession;
- skills, knowledge and expertise (including business or other relevant experience) that in aggregate are useful and appropriate in overseeing and providing strategic direction with respect to Danaher’s business and serving the long-term interests of Danaher shareholders;
- the capacity and desire to represent the interests of the shareholders as a whole; and
- availability to devote sufficient time to Danaher’s affairs.

Our Board does not have a formal or informal policy with respect to diversity but believes that the Board, taken as a whole, should embody a diverse set of skills, knowledge, experiences and backgrounds appropriate in light of the Company’s needs, and in this regard also subjectively takes into consideration the diversity (with respect to race, gender and national origin) of the Board when considering director nominees. Nominees for Danaher’s Board may be suggested by our directors, members of management, shareholders or, in some cases, by a third-party search firm.

Managing Potential Conflicts of Interest. The Nominating and Governance Committee reviews and, if appropriate, approves all related person transactions, prior to consummation whenever practicable. Related person transactions of an ongoing nature are reviewed annually by the Committee. “Related person transactions” are defined as transactions required to be disclosed under Item 404(a) of Regulation S-K promulgated under the U.S. Securities Exchange Act of 1934, as amended.

Risk Oversight. While risk-taking is essential to growing a business, we recognize that prudent risk management is necessary to deliver long-term, sustainable shareholder value. The Board’s role in risk oversight is consistent with Danaher’s leadership structure: management has day-to-
day responsibility for assessing and managing Danaher’s risk exposure and the Board and its committees oversee those efforts, with particular emphasis on our most significant risks. Annually, each of our operating companies inventories, prioritizes and implements appropriate countermeasures for its key risks, while our senior management reports on our risk management process to the Audit Committee and to our Board of Directors on the results of that process. The strength of our risk management program lies in the autonomy we give our operating companies to think broadly about the risks they face and determine how best to mitigate them. We know that those who are closest to gemba—the physical location where work gets done—are best positioned to identify and mitigate our most significant risks.

**CSR Oversight.** Danaher’s Senior Vice President and General Counsel, who reports directly to Danaher’s CEO, has general oversight responsibility with respect to matters of corporate social responsibility and is responsible for reviewing and approving Danaher’s corporate social responsibility reports.

**Communication with the Board.** Shareholders and other parties interested in communicating directly with our Board, or with individual directors, our Lead Independent Director or the non-management or independent directors as a group, may do so by addressing communications to the Board of Directors, to the specified individual director or to the non-management or independent directors, as applicable, c/o Corporate Secretary, Danaher Corporation, 2200 Pennsylvania Avenue, N.W., Suite 800W, Washington, D.C. 20037-1701.

**How We Compensate Executives**

The goal of our executive compensation program is to build long-term value for our shareholders. The program is designed to reward executive officers who build long-term shareholder value, achieve annual business goals and maintain long-term careers with Danaher. Our program’s emphasis on long-term equity awards tied closely to shareholder returns and subject to significant vesting and holding periods has been fundamental in attracting skilled executives, encouraging them to build long-term careers with Danaher, and motivating them to achieve sustainable, long-term operating and financial performance through a range of economic cycles.

We provide our shareholders an opportunity to cast an annual advisory vote with respect to the compensation of our named executive officers, as disclosed in our annual proxy statement (the “say on pay proposal”). At Danaher’s annual meeting of shareholders in May 2016, 98% of the votes cast on the say on pay proposal were voted in favor of the proposal.

**Transparency in Political Contributions**

Participating in the political process is not part of our corporate culture. Danaher has followed a long-standing policy against using its funds or assets to support political parties or candidates, political committees or 501(c)4 organizations, ballot measures, or any public communication that advocates the election or defeat of any political candidate. Nor do we have any intention of using Danaher funds or assets for these purposes. All of these policy details are disclosed on our public website, www.danaher.com, under “Investors – Corporate Governance.” In addition, we belong and pay dues to certain trade and industry associations, and our policy is that each such association may use no more than $25,000 of our dues in any calendar year for political purposes.