



DANAHER CORPORATION POSITION ON ENVIRONMENTAL, HEALTH AND SAFETY MANAGEMENT

1. **Background.** Environmental Health and Safety (EHS) Management refers to the practices that protect the environment and the health and safety of the people in and around our workplaces. We believe that strong EHS Management requires clear systems and processes that support risk-based assessment and control of environmental impacts and health and safety hazards. While regulations define minimum standards, EHS Management systems are designed to support regulatory compliance as well as continuous improvement and learning.
2. **Relevance.** Danaher Corporation (including each of its direct and indirect subsidiaries) (“Danaher”) relies on a safe, healthy and resilient workforce and environment to provide products and solutions that help our customers solve complex challenges and improve quality of life around the world. Our responsibility as stewards of the environment and as an employer committed to protecting the health and safety of our workforce contributes to the success of our business and our positive reputation. EHS Management is critically important also to our stakeholders, who expect effective EHS Management from Danaher.
3. **Our Position.** The Danaher EHS organization is committed to (1) creating safe and healthy places for people to live, work and thrive, and (2) an EHS Management approach that is risk-based and proactive,³) supports compliance with applicable regulatory requirements, ISO Standards, and with our EHS Policy. We do this through a global and integrated approach to the management of environmental health and workplace safety that includes the following elements:
 - a. EHS Strategy and Goal Setting: We seek to continually improve our EHS performance, and we set goals to hold ourselves accountable for such improvement. All enterprise-wide EHS goals reflect input from Danaher’s operating companies and are reviewed and approved by Danaher Corporation’s Vice President-EHS, Senior Vice President of Operations & DBS. In addition, Danaher’s EHS organization updates its strategy every year in consultation with Danaher’s operating companies and such strategy is approved by Danaher Corporation’s Vice President-EHS and Senior Vice President of Operations & DBS.
 - b. Governance.
 - Danaher Corporation’s Vice President-EHS is responsible for Danaher’s EHS Policy, EHS Management systems and for developing and leading the execution of Danaher’s EHS goals and strategy. Danaher Corporation’s Vice President-EHS reports to Danaher Corporation’s Senior Vice President of Operations & DBS, who in turn reports to Danaher’s CEO.
 - The presidents (and their direct reports) and EHS leaders of Danaher’s operating companies are responsible for aligning with, and executing against, Danaher’s EHS strategy and goals, using applicable Danaher Business System (DBS) tools to drive continuous improvement.
 - Danaher’s Global EHS Operations Leadership Council (which comprises EHS leaders from Danaher’s operating companies around the world) provides input on Danaher’s EHS strategy, leverages its collective expertise to create collaborative advantage, provides professional development opportunities and seeks to accelerate progress toward Danaher’s EHS goals.
 - The general managers/site leaders with responsibility for Danaher sites (and their direct reports) and EHS leaders with responsibility for sites are responsible at the tactical level for executing Danaher’s EHS strategy and goals and identifying and mitigating risks.
 - Danaher Corporation’s Board of Directors has oversight responsibility with respect to Danaher’s EHS strategy, goals and performance.
 - c. Legal Compliance and EHS Policy



- *Legal compliance:* Danaher Corporation, and each legal entity that is directly or indirectly controlled by Danaher Corporation, is responsible for complying with all international, national and local EHS regulations applicable to its operations.
 - *EHS Policy:* Our EHS Policy is foundational to our EHS Management system as it reflects a commitment to achieving a high level of EHS performance everywhere in the world. Our EHS Policy seeks to reflect our proven practices, incorporate industry best practices as appropriate and address risks where there may be gaps in applicable regulations. Our EHS Policy is regularly updated as required. All associates and our business partners, including contractors, temporary workers and consultants, are expected to conform to our EHS Policy.
 - *Assuring compliance with EHS Policy:* We seek to assure compliance with the EHS Policy and this Position on EHS Management through various methodologies including, but not limited to, an internal EHS audit program, voluntary third-party certifications, routine local site inspections, self-inspection reviews and regulatory inspections.
 - *Third-party management system certifications:* A significant number of our major manufacturing and research and development (R&D) sites are registered to an ISO 14001 Environmental Management System or ISO 45001 Occupational Health and Safety Management System. We encourage certification to the ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System.
 - *EHS Playbook:* Our Operating Companies and facilities are required to follow our EHS Playbook, which contains the elements that are part of the ISO 14001 Environmental Management System and the ISO 45001 Occupational Health and Safety Management System. This embodies our EHS management system.
- d. Risk Assessment, Incident Investigation and Emergency Preparedness
- *Risk assessment and controls:* EHS risks are within the scope of Danaher's Enterprise Risk Management program and are addressed as part of that program. In addition to recognizing overall risks, we have a process (known as the DBS 4E Hazard Control Tool) for recognizing, prioritizing and controlling EHS hazards, including high-hazard situations that could result in Severe Injury or Fatality (SIF).
 - *Incident reporting and investigation:* All EHS incidents are required to be reported in our global EHS management system. Danaher's Legal Escalation Policy dictates the escalation (as appropriate) of EHS non-compliances and other applicable EHS incidents to appropriate levels of management. Such incidents are subject to investigation, including root cause analysis, to identify actions that will mitigate the risk of recurrence and sustainment of those actions over time. Learnings are shared with Danaher's Global EHS Community of Practice through safety alerts, best practice sharing, virtual learning and discussions.
 - *Emergency preparedness:* While our priority is to prevent negative EHS events, emergency response is our last line of defense and can mitigate the negative impact if an event occurs. Danaher has adopted emergency preparedness systems and processes applicable to all its businesses worldwide, including the following key elements:
 - Our Business Continuity Management System Playbook provides all the elements required by the ISO 22301 Business Continuity Management System Standard. Our Operating Companies are expected to reach a Developing level in this playbook within a year and a Proficient level within 3 years.



- As part of our Business Continuity Management System, each Operating Company is required to designate a representative and Steering Committee to lead its business continuity management system.
 - The Business Continuity Playbook requires that each critical site complete a business impact assessment and a business continuity plan. Risks from these assessments and plans are then rolled up to the Operating Company level and reviewed and factored into the planning process. Risks from business continuity planning are also connected to the DanaHER Enterprise Risk Management process.
 - To support our site crisis management and emergency response planning, we have deployed across our businesses a software application that facilitates preparing for, responding to and recovering from critical events through mass communications.
 - Addressing “active assailant” events, we have deployed enterprise-wide guidance and required training for all associates in North America, with risk-based deployment of the training to the rest of the world.
 - We retain a third-party service that is available to provide medical and security support to all associates worldwide while traveling on DanaHER business.
- *Managing and Monitoring Performance.* We focus on leading and predictive indicators to prevent workplace injuries and environmental incidents. We collect data on a suite of leading and lagging indicators for performance within our control and deploy global data systems and conduct data trending to gain better visibility of EHS risks.

e. EHS Culture, Training and Integration

- *EHS culture:* We actively promote an EHS culture of accountability, proactivity, learning, transparency and inclusion. While elimination, substitution, engineering controls, procedures, systems and personal protective equipment play an important role in creating a safe and environmentally sustainable work environment, our daily behaviors influence their effectiveness. With that in mind, we seek to foster an EHS culture where everyone is responsible for their own safety as well as the safety of others. We encourage associates to proactively report to management any behavior or condition inconsistent with this position and to express ideas on how we may improve our EHS performance.
- *Training and engagement:* We seek to continually build the capabilities of our EHS organization, so our team has the business acumen, technical and leadership capabilities, confidence and resilience to be successful. We focus on understanding and anticipating the current and future technical and leadership capability needs to support our evolving business strategies and adoption of new technologies and ways of working. EHS training is required for all new associates based on their role and responsibilities. We also host routine technical workshops/training for our EHS professionals to ensure that they are successful in their roles.
- *EHS Performance Data and Reporting:* EHS performance and compliance data are managed and maintained within a global EHS information system. Key performance indicators are provided to management through a standard dashboard. Annual safety and EHS Management system performance metrics and environmental performance metrics are shared with DanaHER Corporation’s executive leadership and the leadership of DanaHER’s businesses.

f. Application, Governance and Communication.

- Application. This Position applies to DanaHER Corporation and all its directly and indirectly controlled subsidiaries worldwide, and each of their respective associates.
- Governance. This Position has been approved by DanaHER Corporation’s President and Chief Executive Officer and Senior Vice President-General Counsel.



- Communication. DanaHER commits to communicating this Position (including each individual section thereof) to its associates and external stakeholder through DanaHER's intranet, external website, and other channels.

Policy adopted July 2023; updated March 2025