
Danaher Group Statement on Slavery and Human Trafficking

This statement is made pursuant to section 54(1) of the UK Modern Slavery Act 2015 (the "Act") and constitutes our Group's slavery and human trafficking statement for the financial year ended 31 December 2025.

Danaher Corporation as a parent company issues this statement on behalf of itself and each of its controlled subsidiaries that are subject to the Act. For the purposes of this statement, Danaher Corporation, and each of its subsidiaries subject to the Act are collectively referred to as "Danaher".

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

Danaher remains committed to managing and mitigating the risk of modern slavery and human trafficking in connection with its operations and supply chain and to acting ethically and with integrity in all our business dealings and relationships. We expect adherence to the same high standards from our suppliers and other business partners and we expect that our suppliers will hold their own suppliers to the same high standards. Our Supplier Code of Conduct underscores our suppliers' compliance obligations and the consequences for them of non-compliance, as well as spelling out our expectations with respect to their own supply chain.

Our Business and Structure

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

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

Our Supply Chains

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

Our Policies Relevant to Slavery and Human Trafficking

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

Danaher's Sustainability Mission Statement emphasizes that "We drive and sustain sustainability improvements throughout our areas of impact, including with our customers (through our products, services and solutions) and in our commercial organization, supply chain, operations, workplace, communities and environment."

Danaher's Supplier Code of Conduct (the "Code") establishes our expectation that suppliers who do business with Danaher comply with all applicable laws, act with integrity, respect human and employment rights, promote the safety and health of employees, operate in an environmentally responsible manner, and implement management systems to drive compliance, risk mitigation and continuous improvement.

Our policies relevant to slavery and human trafficking are:

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

Grievance Mechanism

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

Due Diligence and Risk Assessment Processes

EcoVadis Supplier Sustainability Assessments

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

Supplier Risk Assessment/Risk Management

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

- Tier 1 direct material suppliers (as well as Tier 2+ direct material suppliers deemed significant and indirect suppliers deemed significant) are required to be scored based on their impact on Danaher's revenues, the supplier's financial health and any Danaher source limitations with respect to the supplied product.
- Danaher engages a third-party supply chain data monitoring and predictive analytics platform designed to enhance supply chain risk management, to continuously monitor media and other publicly available data sources to identify risks relating to its direct material suppliers. The monitoring encompasses dozens of risk categories.
- We require any supplier who exceeds a specified risk assessment score to develop and implement a risk management plan (RMP). The RMP may include financial monitoring, business continuity planning, supplier training/development, additional contractual provisions and tooling assessments.
 - We also require any supplier whose revenue impact and source limitation scores exceed a specified level to develop and implement a supplier emergency response plan.
- Danaher leaders and leaders of our operating companies are required to review the program status for their respective businesses on a regular basis.

Danaher's corporate trade compliance function also screens Danaher's suppliers on a quarterly basis using a tool that aggregates publicly available data and government-provided information regarding suppliers who may be implicated in the use of forced labor. While the screening tool is not necessarily comprehensive due to the fragmented nature of the available data, it is an important asset in Danaher's efforts to mitigate the risk of forced labor in our supply chain.

Risks in our Operations and Supply Chains

We have assessed our risk profile based on applicable sector and industry risks as low. We believe we have fair and responsible employment practices in place to protect and promote workers' rights. We seek to continue improving our efforts to classify supplier risks and map our supply chain, to support improvement in our understanding of modern slavery risks.

Remediation Measures

To date we have not discovered any instances of modern slavery or human trafficking in our business and supply chains, therefore, we have not been required to take and have not taken remedial measures.

Training our Employees

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

Supplier Adherence and Tracking Performance; Our Effectiveness in Combating Slavery and Human Trafficking

With the objective of aligning supplier performance with our sustainability values and maintaining and continually improving supplier performance in this area:

- We regularly review the policies described above, which establish guidelines for our suppliers with respect to key social and environmental issues such as child labor, slavery and human trafficking, freedom of association and environmental compliance;
- Through our supply chain risk assessment/risk management program, we assess and manage risks relating to key suppliers (including risks relating to forced labor); and
- As described above, we have engaged EcoVadis to assess and monitor key suppliers in the areas of Environmental, Labor and Human Rights, Ethics and Supplier Sustainability to further drive the integration of our sustainability values across the supply chain. We expect to continue engaging with EcoVadis in an effort to ensure the effectiveness of our supply chain due diligence processes.

This report was approved pursuant to delegation of authority granted by the Board of Directors of Danaher Corporation.

Rainer M. Blair
President, Chief Executive Officer and Director

May 21, 2026