Thermo Fisher SCIENTIFIC

2021 Corporate Social Responsibility Report

Healthier Cleaner Safer

The world leader in serving science

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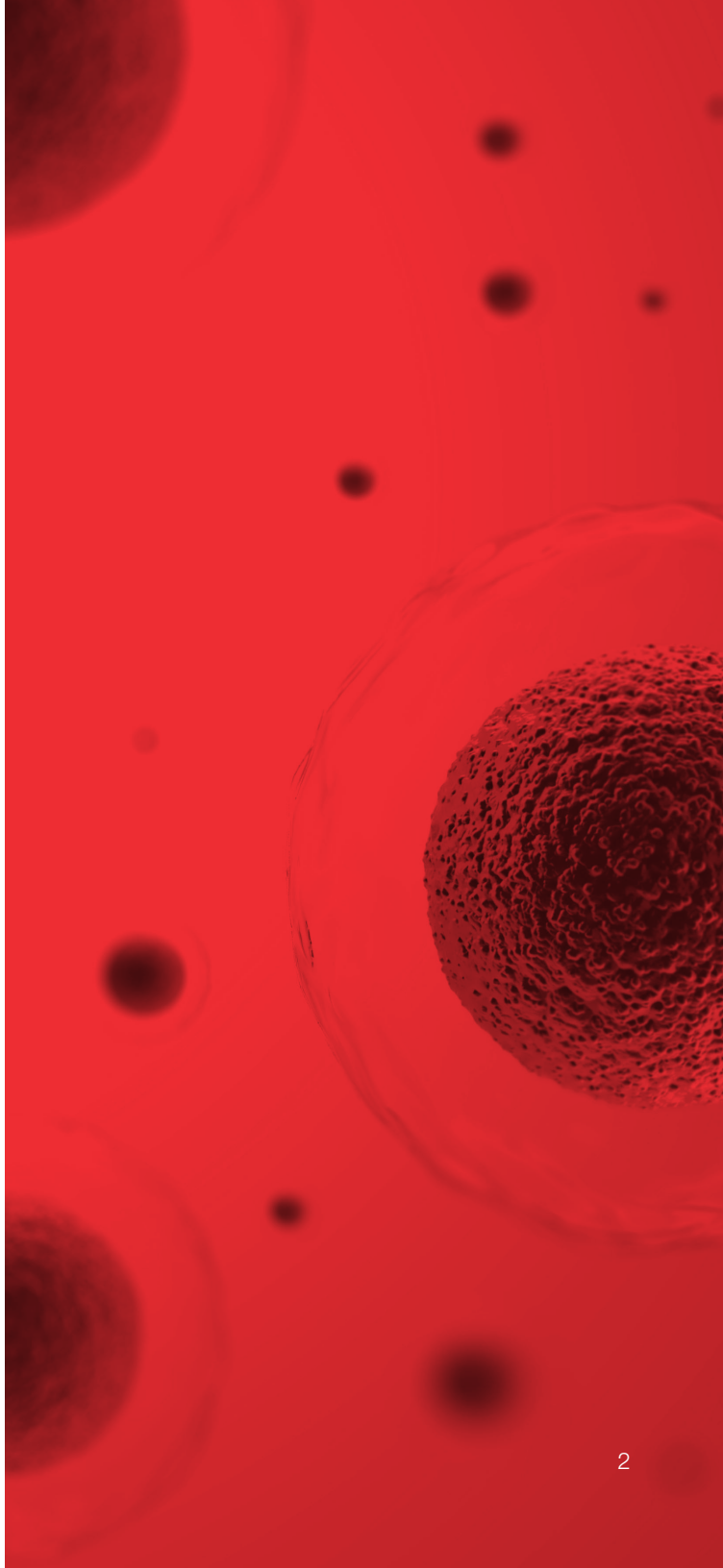


Thermo Fisher SCIENTIFIC

Our Mission is to enable our customers to make the world **healthier, cleaner and safer.**

About this report

Our Corporate Social Responsibility (CSR) report reflects our commitment to society and our stakeholders and details our progress on relevant environmental, social and governance (ESG) priorities. The content of this report is presented in line with our CSR strategy, which is focused on four key pillars: Operations, Colleagues, Communities and Environment.

This publication covers Thermo Fisher Scientific's CSR programs, achievements and performance for our fiscal year from January 1 to December 31, 2021. On December 8, 2021, the Company acquired PPD, Inc., a leading global provider of clinical research services to the pharma and biotech industry. Unless otherwise noted, PPD data is not included in the scope of this report.

To prepare this report, we considered internationally recognized standards, guidelines and frameworks and have included a reference index for each of the following: United Nations Sustainable Development Goals (SDGs), the Global Reporting Initiative (GRI) Standards, the Value Reporting Foundation's SASB Standards for Medical Equipment and Devices, and the Task Force on Climate-Related Financial Disclosures (TCFD). In line with our commitment to transparency, we are continuously working to enhance our reporting and disclosure. See Appendices 1 through 5 for more information.

To provide further visibility to all our stakeholders, this year we have incorporated additions and changes to our reporting content and structure. Our governance information can now be found in the section Our CSR commitment, where we also cover sustainable finance. We have added a section titled Data summary, which presents our consolidated key performance indicators for our fiscal year 2021. For select environmental performance metrics, Bureau Veritas has provided independent external assurance. Assured data is marked as such in the Data summary, and a copy of the Assurance Statement provides details of the assurance scope, standards used, work undertaken and conclusions.

For questions or comments regarding this report or Thermo Fisher's CSR approach, please contact us at responsibility@thermofisher.com.

Letter from our CEO

At Thermo Fisher, everything we do is driven by our Mission to enable our customers to make the world healthier, cleaner and safer. It is our purpose—the heart of who we are as a Company—and it inspires our more than 100,000 colleagues to bring their best every day. As the world leader in serving science, we know we are here to help make the world a better place.

I'm very proud of the way we delivered on that responsibility in 2021, and I'm deeply grateful to our global team for making it possible because of the importance of the work we do every day. As we help our customers diagnose diseases, develop new treatments, protect our planet and keep people safe, we're committed to conducting our business the right way. One important aspect of this lies in creating a great work environment for our colleagues.

We continue to build a vibrant and inclusive culture that embraces unique perspectives and inspires our team members to achieve their full potential. I'm proud that Thermo Fisher is included on Forbes' list of the World's Top Female-Friendly Companies and that we've received a 100% ranking for LGBTQ+ workplace equality from the Human Rights Campaign for the seventh consecutive year. And once again, Fortune has named us one of the World's Most Admired Companies.

Yet, the truest test of our culture is the feedback we receive from our own team, and one way we gather it is through our annual Employee Involvement Survey (EIS). Our 2021 results were our best yet and told us that our colleagues feel very proud of what we do, have confidence in our leadership, are deeply engaged and feel that we create an inclusive environment. Of course, there's always more we can do, and we'll continue to make Thermo Fisher an even better place to work.

One of the most wonderful attributes of our Thermo Fisher family is our colleagues' passion for making a difference in their communities. In 2021, we collectively supported more than 100,000 students through our corporate science, technology, engineering and math (STEM) programs and colleague-led Community Action Councils (CACs).

We also continued to invest in our Foundation for Science, which amplifies our longstanding support for STEM education access. Through the Just Project, we extended our support of free COVID-19 testing at historically Black colleges and universities (HBCUs). The Just Project also includes our commitment to hire at least 500 HBCU graduates through 2023, strengthening diversity and inclusion (D&I) within our Company while also helping to address inequities in our society. Another powerful example of this is our $25 million impact investment to support Black businesses and communities.

Our global responsibility to society also encompasses environmental stewardship, which we bring to life in many ways. We provide technologies that enable scientists to study climate change and help manufacturers monitor emissions to keep air and water clean.

We continue to develop greener products so our customers can achieve their sustainability goals. In fact, our fully recyclable paper cooler—packaging that our teams developed in 2019 for our temperature-sensitive life sciences products—has already eliminated the use of enough extruded polystyrene foam to fill 24 Olympic-sized swimming pools.

In 2021, we took another significant step by committing to net-zero emissions by 2050, which builds on our near-term carbon reduction targets. Well before that time, we will transition away from fossil fuels and accelerate our use of new renewable electricity sources, following a roadmap that will be released later this year. Our Germering, Germany site is setting the example of how we will achieve this goal. Their use of renewables has resulted in zero emissions from the site's infrastructure.

To continue providing greater visibility to these priorities and our performance, we are actively enhancing the external disclosures for our ESG activities. To further advance our ESG strategy, we published a Sustainable Financing Framework that supports our corporate commitments to global health equity, social justice, eco-friendly scientific discovery and protecting the environment.

I'm very proud of the progress our Company is making. Not only are these actions benefitting society, but they are strengthening our Company and making us a better partner for all of our stakeholders.

I encourage you to read more about our contributions in this report, and I invite you to join us on this journey.

Marc N. Casper
Chairman, President and CEO

Our Company

Thermo Fisher Scientific Inc. is the world leader in serving science. Our Mission is to enable our customers to make the world healthier, cleaner and safer. Our global team of more than 100,000[1] dedicated colleagues helps our customers discover new therapies and medicines, protect the environment, make sure our food is safe and advance science through thousands of other bold projects that improve millions of lives.

Our Mission in action

We bring our Mission to life in the work we do to make a difference for our customers and for society. The following are examples of our Mission in action.

Healthier

We enable healthier outcomes, including through a public-private partnership accelerating research that can fill the unmet medical needs of an estimated 300[2] million people who suffer from rare diseases globally.

Cleaner

We support a cleaner world, including through technologies that support the development of more efficient and powerful batteries that have the potential to revolutionize the electric vehicle industry.

Safer

We build safer communities, including through our personal radiation detectors, which protect security teams and first responders so they can keep the public safe from radiation incidents.

Our values

Thermo Fisher's 4i Values make up the foundation of our culture and guide our colleagues' interactions—with our customers, suppliers and partners, communities and with each other.

Integrity	Intensity	Innovation	Involvement

Our brands

Our industry-leading brands enable our customers to push science and technology a step beyond where they are today.

thermo scientific	applied biosystems	invitrogen	fisher scientific	unity lab services	patheon	PPD
Analytical precision and diagnostics excellence	Inspiring meaningful genetic analysis	Accelerating discovery research	One-stop access for scientific products	Instrument and enterprise services	Pharma services	Drug development and clinical trials

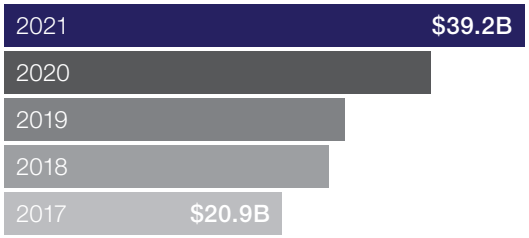
PPD is the latest addition to our portfolio, enhancing our capabilities to serve our pharma and biotech customers. By enabling them to accelerate innovation and increase productivity within the drug development process, we help these customers reduce the time and cost of bringing life-changing medicines to the patients who need them.

Our performance

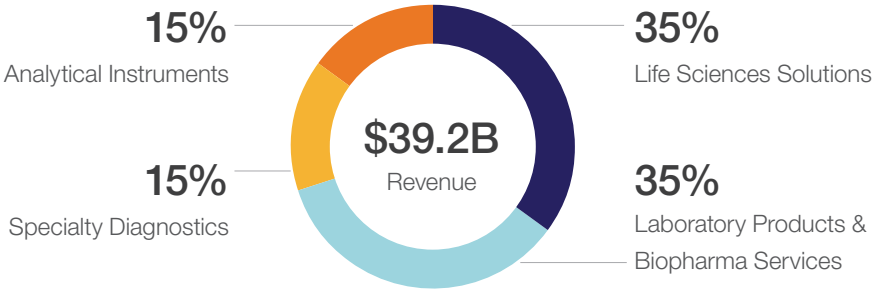
What we do matters, and that fuels our success

Each day, our colleagues positively impact science and society through their incredible passion, commitment and excellence. In 2021, our team once again delivered outstanding financial performance and advanced the track record of success, leadership and value creation for which Thermo Fisher is known. Read more about our financial performance in our latest Annual Report.

Revenue



Complementary segments



2021 highlights

Mission

11B+
diagnostic tests enabled

1M
patients served per day with medicines we manufactured

170K+
organ transplants supported

Operations

$1.4B
spent on research and development (R&D)

93%
of sites adhere to cGMP, ISO 9001 and/or ISO 13485

$2B
spent with small and diverse businesses

Colleagues

39%
of US colleague population is racially and ethnically diverse

86%
of colleagues participated in annual survey

48%
global leadership hires filled internally

Communities

$25M
impact investments to support racial equity

100K+
students impacted through STEM education

4,130+
nonprofit organizations supported

Environment

12%
reduction in absolute Scope 1 and 2 emissions from 2018 baseline

60+
Thermo Fisher manufacturing sites using 100% renewable electricity

470
lab products with third-party environmental impact label

Innovation

At Thermo Fisher, we facilitate growth and discovery across the scientific community. Globally, we have been issued 7,500 patents over the last five years.

In 2021, we increased our investment in R&D by approximately 19% to $1.4 billion. These investments drive innovation across our business and strengthen our support of customers. As an example, in 2021, we announced new strategic partnerships with the Mayo Clinic, the University of California, Davis, and the University of California, San Francisco. Through these collaborations, we are supporting the development of cutting-edge cancer and cell-based therapies, enhancing metabolomics research and accelerating the adoption of precision medicine.

By enabling our customers to advance their important work, we are making our world a better place.

Investment in R&D

Feature story

Striving to make the best therapies accessible to all

Over the past decade, our customers have made significant strides in precision medicine with dozens of novel therapies that allow for more personalized and targeted approaches to treatment. When fighting cancer, one prominent cell therapy, chimeric antigen receptor T (CAR T), harvests a patient's immune T-cells, modifies them to target and kill cancer cells, and then reintroduces those cells back into the patient. This therapy has been proven to prevent the relapse of blood cancers. Learn how CAR T helped five-year-old Gideon and his family find hope again.

Unfortunately, the highly customized CAR T approach is costly. To make treatment more accessible, our customers have been exploring ways to scale by using healthy donor T-cells (allogeneic therapies) instead of T-cells from the individual patient (autologous therapies). If successful, CAR T could become more cost-efficient and widely used.

In 2021, we delivered a product to help customers bring this life-saving therapy to patients faster. Thermo Fisher's Gibco™ CTS™ OpTmizer™ Pro Serum-Free Medium is a first-of-its-kind media solution specifically formulated to culture healthy donor cells for use in cell therapies. It supports the development and commercialization of allogeneic, off-the-shelf therapies that have the potential to make targeted cancer treatment more affordable and accessible to the many cancer patients in need.

> "Precision medicine is revolutionizing cancer care. We are committed to supporting researchers in advancing the development of allogeneic cell therapies, which can make these life-saving treatments more affordable and widely accessible to cancer patients."
>
> — **Daniella Cramp**
> Senior Vice President and President, BioProduction, Thermo Fisher Scientific

Our CSR commitment

Operations

Leveraging our capabilities to support our customers while conducting our business and relationships with integrity

Colleagues

Providing resources and embracing unique perspectives to reach our full potential as one global team

Communities

Making a difference worldwide with an emphasis on promoting STEM education and global health equity

Environment

Innovating to serve our customers while actively minimizing our global footprint

CSR strategy

As the world leader in serving science, the products and services we provide to our customers help them tackle some of the world's greatest societal and environmental challenges. Given our industry position, the scale of our operations, the talent of our colleagues and the depth of our capabilities—all powered by our culture of continuous improvement—Thermo Fisher is uniquely qualified to positively impact the global community.

Every day, our colleagues are motivated knowing we are contributing to a more sustainable world for future generations. For us, this starts with our Mission and how it inspires the way we run our business.

We focus our CSR approach on four key pillars—Operations, Colleagues, Communities and Environment. Our strategic framework, comprised of our key pillars, enables us to effectively prioritize and successfully manage the ESG issues fundamental to our business and central to building a sustainable future. To advance our approach and report on our progress, we consider internationally recognized standards, guidelines and reference frameworks. For more information, see Appendices 1 through 5.

Our CSR strategy positions Thermo Fisher for long-term success, leadership and competitiveness as we continue to create a great place to work for our colleagues, provide high-quality products for our customers, deliver strong returns for our shareholders, make a difference in our communities and reduce our impact on the environment.

Corporate governance

We believe strong corporate governance is important to ensure that Thermo Fisher is managed for the long-term benefit of our shareholders and other stakeholders. Our success requires a robust and flexible corporate governance framework to support the Board of Directors (Board) in conducting its duties. Corporate governance policies and practices are periodically reviewed, and, as appropriate, the Board adopts new practices that serve the best interests of the Company and our stakeholders. The Board applies a continuous process to oversight and monitoring, assessing both opportunities for and potential risks to the Company. Key responsibilities include oversight of strategy, oversight of risk and succession planning.

Corporate governance framework highlights

- Board refreshment:
  The Board actively manages composition and refreshment with the aim of achieving a value-creating and balanced mix of skills, experience, perspective, tenure and background. The importance of diversity within Board refreshment is evidenced by recent additions that increase the directors who are women, racially and ethnically diverse, born outside the US and current or former CEOs. Our current goal is for 30% of our Board to be gender diverse by our 2023 annual meeting of shareholders.
- Annual director elections
- Majority voting for election of directors
- Board oversight of CSR and ESG
- Active and robust shareholder engagement
- Declassified Board of Directors
- Shareholder right to call special meetings
- Proxy access by shareholders
- Shareholder right to act by written consent

Cybersecurity

Thermo Fisher recognizes the importance of maintaining the trust and confidence of our customers and colleagues. To more effectively prevent, detect and respond to information security threats, we have a dedicated Chief Information Security Officer whose team is responsible for leading Company-wide information security strategy, policy, standards, architecture and processes. This includes regularly benchmarking our capabilities against those of our peers to ensure our program is in line with current best practices. Additionally, as part of its risk oversight function, the Board oversees our cybersecurity program through the Audit Committee, ensuring we have the policies and processes in place to manage evolving threats. Both the Audit Committee and the full Board receive regular reports from the Chief Information Security Officer and the Chief Information Officer on, among other things, the Company's cyber risks and threats, the status of projects to strengthen our information security systems, assessments of our security program and the emerging threat landscape.

For the details of our Corporate Governance Guidelines, Corporate Bylaws, Code of Business Conduct and Ethics, Board of Directors and Board Committees, public policy engagement, executive compensation, and UK tax policy, please visit our investor relations webpage, CSR webpage and our most recent proxy statement.

Financing a sustainable future

At Thermo Fisher, we embed our ESG priorities within our operations to drive ownership and progress toward our commitments. In 2021, our corporate finance organization implemented business practices to advance equity and impact through our investment and treasury strategies.

Diverse partners

Over the course of the year, we continued to grow the network of minority-, women- and veteran-owned banking partners supporting our corporate financial plan. By enlisting these firms in elevated roles and on repeat issuances, we advanced our capital-raising strategies while driving equity and economic opportunity for them.

Impact investments

Impact investments in minority-serving financial institutions help empower historically disenfranchised communities. Leveraging the market for both financial and social returns, in 2021, we committed impact investments totaling $25 million to address racial disparities in health, wealth and opportunity. The $20 million committed to the Local Initiatives Support Corporation's (LISC) Black Economic Development Fund increased financing to Black-led financial institutions, anchor institutions and businesses. Through the Hope Credit Union's Transformational

Feature story

Promoting equity in finance

Minority-, women- and veteran-owned business enterprises (MWVBEs) have long been underrepresented in the financial services industry, hindering innovation and overlooking more than $1 trillion in US gross domestic product (GDP) potential alone. When we launched Thermo Fisher's Sustainable Financing Framework and planned to issue our inaugural sustainability bond offering, we enlisted five trusted MWVBEs in our underwriting syndicate. Academy Securities, AmeriVet Securities, Blaylock Van, Loop Capital and R. Seelaus & Company were among our portfolio of partners and, during 2021, served as active co-managers for $9 billion of Thermo Fisher bonds issuances in the US and passive co-managers for €8 billion of bonds issued in Europe. Included in the latter was our first sustainability bond issuance. With their diverse expertise, perspectives and networks, these five institutions helped maximize investor demand for our offering, which raised €550 million toward increasing access to healthcare, vaccines and medicines; building sustainable equity and inclusion; enabling eco-friendly scientific discovery; and protecting and preserving the environment. By partnering with MWVBEs, we achieve our financial goals while advancing social justice and economic inclusion.

> "When we serve as an active co-manager of a large and important transaction like Thermo Fisher's, we accelerate our mission to create and enhance the opportunity set for women in finance and the community. Our success allows us to increase investments in maternal health, financial literacy and girls' empowerment programs."

— **Elizabeth Peck**
Managing Director, R. Seelaus & Co.

Deposits Program, we took a regional approach depositing $5 million to help finance small businesses, housing and healthcare in five US states in the South—Alabama, Arkansas, Louisiana, Mississippi and Tennessee. Supporting areas underserved by the banking system, we are helping to strengthen Black-owned businesses, Black entrepreneurs and Black communities in the US.

Sustainable financing

In 2021, we published our first Sustainable Financing Framework and, in November, launched a €550 million sustainability bond, which was among the first to be issued by a life sciences company. Within the underwriting syndicate for this inaugural offering, co-managers of the transaction included Black-, Hispanic-, veteran- and women-owned firms.

Our framework

Our Sustainable Financing Framework advances initiatives that are fundamental to our business and deliver the most positive social and environmental impacts. In a positive second-party opinion from independent reviewer Sustainalytics, our framework is cited as being "credible and impactful" as well as "robust, transparent, and in alignment with the core components of the Sustainability Bond Guidelines 2021, Green Bond Principles 2021, and Social Bond Principles 2021."

Feature story

Catalyzing economic development

As part of our commitment to driving diversity and inclusion throughout our business, Thermo Fisher has engaged in impact investing to advance equity through our financial practices.

The multiplier effect of impact investing allows our Company to drive sustainable and inclusive growth. One example is in Washington, DC's most underinvested neighborhood, where more than 90% of residents are Black and the community is plagued by the city's highest rates of poverty, food insecurity and chronic disease.[3] This is where the MLK Gateway Plaza II is being built. The mixed-use commercial development project is being led by a local, Black-owned real estate services firm that, in 2021, closed an $8 million bridge loan financed by the LISC initiative Thermo Fisher supports. The project has sparked significant local partnerships and engaged minority-owned contractors and subcontractors. Confirmed tenants include a government agency as the anchor and national companies, job training programs, retailers and neighborhood amenities that will accelerate the revitalization of this historic community.

> "These types of projects Thermo Fisher has invested in set off a chain of events—first by growing businesses that have diverse head-counts, next by indirectly supporting diverse subcontractors and finally by benefiting underserved communities."
>
> — **George Ashton**
> President, LISC Fund Management, LLC

These principles and guidelines, published by the International Capital Markets Association, promote the integrity of the sustainable financing market.

Eligible projects

Our framework prioritizes innovations and investments in the following social and environmental areas:

- **Increasing** access to healthcare, vaccines and medicines
- **Advancing** racial equity and social justice
- **Protecting** and preserving the environment
- **Enabling** eco-friendly scientific discovery

Social projects eligible for financing through the framework will either support our COVID-19 pandemic response or D&I efforts across our workforce, business relationships and business practices.

Eligible green projects outlined in the framework fall into five categories:

- Renewable energy
- Energy efficiency
- Green buildings
- Sustainable supply chain
- Sustainable products and processes

SUSTAINABLE DEVELOPMENT GOALS

The linkage between each eligible project category and the relevant UN SDGs is outlined throughout our framework.

Accountability

As part of our commitment to post-issuance transparency, Thermo Fisher intends to measure and publicly report on the allocation of net proceeds and the societal and environmental impacts resulting from any sustainable finance instrument. Reporting will recur annually until full allocation of the net proceeds, with the accompanying management attestation and auditor limited assurance.

01 Operations

At Thermo Fisher, integrity is fundamental to all aspects of our business. As our customers advance life-changing science, they rely on the depth of our capabilities and trust in the rigor of our ethical practices.

Our unwavering commitment to the highest ethical, quality and safety standards allows us to meet customer demand with speed and at scale.

- Ethics & compliance
- Quality management
- Environment, health & safety
- Supply chain transparency

To enable our customers' success in an increasingly competitive global environment, we leverage our Practical Process Improvement (PPI) Business System which optimizes processes, solves challenges and reduces inefficiencies. Activated by our colleagues, PPI ensures we work smarter for and deliver greater value to our customers. It drives productivity and improves product and service quality to strengthen customer allegiance.

Worldwide, Thermo Fisher takes measures to ensure strong global citizenship practices both internally and across our business relationships. We are committed to conducting our business ethically and in full compliance with our internal systems and the laws of the countries in which we operate.

Ethics & compliance

Integrity is one of Thermo Fisher's 4i Values, reminding us to honor our commitments, communicate openly and demonstrate the highest ethical standards.

We require our colleagues to uphold these practices and comply with all applicable laws and regulations in the conduct of our business. The foundation of our compliance program is our Code of Business Conduct and Ethics, which covers a broad range of topics, including, but not limited to, policies related to conflicts of interest, honest and ethical fair dealing, human rights, insider trading, export control awareness, health and safety, privacy matters, and sexual harassment.

Engaging colleagues in compliance

We train, empower and rely on our colleagues to maintain the highest levels of integrity in our operations. That is why all directors, officers and colleagues of the Company must annually certify that they have reviewed and are in compliance with this code. In addition, all colleagues receive annual training on specific code elements to ensure they have a thorough understanding of the ethics and compliance expectations at Thermo Fisher.

Several reporting mechanisms are readily available if a colleague ever has concerns that our policies or expectations are not being upheld. Colleagues are encouraged to report any issues to the Human Resources or Legal departments or through our Ethics Hotline. The Ethics Hotline staff, in conjunction with our Legal department, review and investigate reports and take appropriate action. All concerns and complaints related to accounting or auditing are also forwarded to the Audit Committee of the Board of Directors. For more information on how colleagues are encouraged to and protected when they report issues on ethics and compliance, please refer to our CSR webpage.

A culture of integrity

Regular ethics, compliance and culture communications that leverage engaging technology tools help us drive colleague learning, dialogue and vigilance.

This year's annual Compliance and Ethics Week featured a wide range of topics, including data privacy, healthcare compliance, government contracts, anti-bribery and anti-corruption, and global trade compliance. The learning experience also included a new podcast playlist and, through friendly competition, colleagues tested their knowledge with interactive games.

In addition to fostering awareness and understanding, we evaluate the extent to which our colleagues feel empowered and supported to raise concerns.

Our annual Employee Involvement Survey (EIS) is an important listening tool that provides insights to further shape our culture of integrity. Read more about our EIS in the Colleagues section of this report.

Bioethics

As the world leader in serving science, Thermo Fisher plays a critical role in promoting discovery and advancing scientific boundaries, enabling our customers to do important work each day. As science continues to evolve at an unprecedented pace, we also serve as a responsible steward of our technologies and their benefits to society. Our Company-wide bioethics framework and policy are monitored and managed by Thermo Fisher's Bioethics Committee, which is comprised of a cross-functional executive leadership team, including our Chief Scientific Officer.

Data privacy in clinical trials

Through our clinical research business, we accelerate innovation and help our customers deliver life-changing therapies. In the US, our safeguards are governed by the Code of Federal Regulations as mandated by the US Food and Drug Administration (FDA). Additionally, our corporate commitment to data privacy, which applies to customers and colleagues, also protects trial participant information. With integrity and excellence, we are supporting vital research that accelerates promising medicines from early-stage development to market access.

Feature story

Cultivating diversity in clinical trials

For years, there has been a demonstrated industry, scientific, regulatory and societal need to increase the inclusion of historically underrepresented patient populations in clinical trials. This is critical to ensuring medicines are tested in populations that will ultimately use them. It also broadens access to innovative investigational therapies for patients within specific therapeutic or disease areas. Our clinical research business has focused on helping customers meet expanding and changing regulatory requirements. This includes engaging representative, diverse demographic sub-groups in their clinical research studies through innovative patient-focused strategies.

At a critical point during Moderna's COVID-19 vaccine trials, we took steps to partner with them and create a more balanced participant base. Moderna chose to slow its enrollment timeline to ensure appropriate inclusion of diverse communities that, early in the pandemic, were found to be disproportionately impacted by COVID-19. Through our targeted and inclusive recruitment efforts at this stage, 45% of the participants we added to the study were from underrepresented groups, whereas the industry average for diversity inclusion in clinical trials is 25%.[4]

"Thanks to the Moderna and PPD clinical research team, we were able to obtain a more inclusive diverse patient population for our trial. This was a vital step toward earning regulatory approval for the vaccine in order to help protect patients and save millions of lives."

— **Melanie Ivarsson, PhD**
Chief Development Officer, Moderna

25%

is the industry average for diversity in clinical trials according to the US FDA's Center for Drug Evaluation and Research

45%

of the COVID-19 vaccine trial participants we added were from diverse backgrounds, made possible by our targeted and inclusive recruitment efforts

Quality management

Our customers depend on our products and services to consistently meet their expectations, and delivering exceptional quality is vital to our long-term success. Given our global footprint and the varied regulatory requirements in the countries where we operate, our Company-wide Quality Policy ensures that our entire organization is focused on quality. The policy reinforces our commitment to continuous improvement and our four key stakeholders: customers, colleagues, regulatory authorities, and of course, our Company.

Quality management certifications

Given the diversity of businesses across Thermo Fisher, our sites hold different certifications. Worldwide, 93% of our sites adhere to cGMP[5] and/or are certified to ISO 9001, ISO 13485 standards. Some sites, where applicable, additionally hold ISO 17025 certifications. All sites maintain appropriate certifications and registrations required by the regulators of the markets in which we sell our products. For an updated list of certified sites and accompanying standard certifications, please visit our CSR webpage.

Competency & training

Policies, standard operating procedures and work instructions are managed through a selection of easily accessible platforms. For third-party audits or external audits, we demonstrate our training programs as part of the local compliance process.

In addition to mandatory site and job-specific training, we introduce and inform all new colleagues of our quality management system through our "Introduction to Quality" onboarding learning module, which outlines our quality management systems.

Feature story

Making Quality Personal

In 2021, we introduced a new colleague education campaign to help reinforce our culture of quality. *Making Quality Personal* centers on the shared responsibility of every colleague to take personal ownership of quality and regulatory compliance. The program helps colleagues draw a connection between their work, our customers and end users, and the ultimate success of the Company.

Making Quality Personal is an interactive, facilitator-led learning opportunity. During the course, colleagues are guided through four modules showcasing the latest tools and techniques for making quality part of their daily work. This keeps the customer top of mind.

93%

of sites adhere to cGMP and/or are certified to ISO 9001, ISO 13485 standards

Environment, health & safety management

Thermo Fisher is committed to protecting the environment and the health and safety of our colleagues, customers and the communities in which we operate. We hold ourselves accountable to the commitments made in our Company-wide Environmental, Health and Safety (EHS) Policy, and we implement a variety of robust systems and programs to ensure we meet its intent and expectations. All colleagues and business leaders are responsible for ensuring we adhere to this policy and maintain a safety-first mentality.

EHS Management System Policy

We utilize our EHS Management System (EHS-MS) and the engagement and involvement of our colleagues to maintain a safe working environment. Our EHS-MS sets the requirements and performance expectations to implement our EHS Policy using a continuous improvement approach. All manufacturing, distribution and laboratory sites must adhere to these requirements. Our system has been adapted to Thermo Fisher's structure and operating philosophy and is consistent with the principles of broadly accepted EHS-MS standards.[6]

Our EHS-MS Policy 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

For more details on the multiple requirements that must be met and maintained for each element, visit our CSR webpage.

Corporate EHS Compliance Audit Program

Our Corporate EHS Compliance Audit Program, which operates independently of individual business unit control, conducts periodic, objective and evidence-based evaluations of our locations' EHS compliance status. Our auditors evaluate site operations for compliance with all applicable environmental, health and safety laws, regulations and other related standards we may adopt and endorse. This corporate-level audit function is in addition to requiring all applicable locations to implement and periodically verify their conformance to our EHS-MS Policy and conduct internal EHS compliance audits. This provides a dual-layer oversight system to objectively assess EHS risk at a site level. We also invoke a process for independent corporate corrective and preventive action to systematically drive closure of all outstanding EHS audit findings in a timely manner. Our auditors work with each site to review closure evidence before formally closing out findings.

In addition to our internal EHS audit process, all of our major operating sites go through regular external property/loss prevention audits. Our facilities undergo onsite audits to assess business resilience against the risks of fire and destruction caused by natural catastrophes such as hurricanes, floods, wildfires, earthquakes and tornados. This audit data is compiled and presented to the sites, including recommendations to lower the risk of loss and improve business continuity planning. From a Company-wide perspective, this audit data is used to develop strategies that build resilience into our network and critical infrastructure through capital investments and emergency planning.

Colleague safety

Our EHS professionals are vital to our Company's success, helping us achieve our business goals by enabling productivity and quality improvements, ensuring stewardship of our colleagues and the environment and creating a strong culture of involvement.

Thermo Fisher has established an EHS operation model that consists of a network of EHS professionals at the corporate, regional and site levels who work together to ensure compliance and drive continuous improvement.

This group of EHS subject matter experts spans a complex global regulatory environment, creating value for the organization by ensuring the implementation of our EHS Policy.

Our culture of continuous improvement combined with our proactive approach to site safety has helped decrease our lost-time injury rate (LTIR) and total recordable injury rate (TRIR) in recent years. Our downward incident trends can be attributed to our strong safety culture and safety commitments at every level of the organization. Examples of our best practices that contribute to these trends include:

- Monthly and quarterly safety bowler reviews
- Hazard ID reporting and mitigation
- Supervisor safety training platforms
- Improved incident management and investigation practices
- Robust root-cause analysis with applicable corrective and preventive actions

Lost-time injury rate[7] (per 1 million person-hours worked)	**2021: 0.20** 2020: 0.19 2019: 0.20
Total recordable injury rate[8]	**2021: 0.45** 2020: 0.50 2019: 0.63

400+

EHS professionals worldwide

Supply chain transparency

Supplier diversity

Our Supplier Diversity Program aims to proactively promote a procurement process that is more inclusive and representative of our customer base, our colleagues and the communities where we operate. Through it, we provide qualified small and diverse businesses with the opportunity to participate in Thermo Fisher's procurement events. We understand that by implementing a supplier diversity program, we help create the conditions that stimulate favorable economic and social outcomes for small and traditionally underrepresented business owners. We are committed to actively working to build and maintain relationships with qualified small businesses as well as veteran-, minority-, LGBT-, disabled- and women-owned enterprises. We establish strong relationships with advocacy partners and certifying bodies that promote diverse and small business suppliers and participate in various events and conferences to increase the opportunity for matchmaking. Our Supplier Diversity Program is currently active in the US, and there are plans to expand to additional locations over time.

In 2021, we established our Corporate Supplier Diversity Policy, reinforcing our commitment to supplier diversity and formalizing the program's objectives and expectations. We also developed and completed mandatory internal training for our procurement and sourcing specialists in the US. These colleagues play a critical role in upholding our policy and executing our plans. To maintain the integrity of our program, we only account for spending with diverse and small suppliers certified through a third party or registered with the Small Business Administration (SBA). We support data quality by engaging with a supplier diversity solution partner to validate the supplier's certification status.

In 2021, we established a partnership with the Diversity Alliance for Science (DA4S) Mentorship Program. This program supports the development and success of diverse suppliers in the marketplace through skill matching with mentoring companies. The program runs on an annual cycle and requires a full-year commitment from both the mentee and the mentoring organization. During our first round of mentorship, we provided a diverse business owner with business planning and marketing coaching relevant to the pharmaceutical industry. Our Chief Procurement Officer, a category leader and a category analyst provided feedback to the mentee throughout the year.

In that sense, the program also promotes and expands skill-based mentoring within Thermo Fisher and offers colleagues the opportunity to contribute in a meaningful way through knowledge and skill sharing.

To learn more about supplier diversity at Thermo Fisher, visit our website.

Diverse and small supplier spend[9]	**2021: $2.0B** 2020: $1.3B 2019: $0.7B

Responsible sourcing

Thermo Fisher has a large, complex global supply chain with tens of thousands of suppliers. For the greatest impact, we engage most deeply with roughly 2,300 suppliers who represent over 80% of our spend. We are also committed to employing proper global citizenship practices in all of our business relationships. As such, we expect all suppliers to conduct their worldwide operations in a manner consistent with sustainable and socially responsible business practices and policies. While recognizing differences in laws and customs around the world, we believe shared values are the cornerstone of supplier relationships. Therefore, we expect all suppliers and their subcontractors to be fully compliant with our Supplier Code of Conduct. Our supplier contracts state that we reserve the right to audit suppliers on all elements of this code and terminate a business relationship if it is determined that a supplier is in violation and cannot demonstrate sufficient improvement.

Thermo Fisher adheres to international expectations related to supply chain practices and is committed to ensuring that we conduct our global business with respect for human rights and comply with applicable laws and fair labor practices. To access our statements on conflict minerals, human rights and modern slavery, visit our Global Supply Chain webpage.

Our Supply Chain Risk Management program is utilized to map, monitor and lower our supply chain risk based on a variety of internal and external risk factors, including environmental, social and governance risks in the regions where we do business. We use the globally recognized EcoVadis™ platform to assess and help accelerate improvements in our suppliers' performance in practices affecting the environment, labor and human rights, ethics, and sustainable procurement, and to monitor compliance with our Supplier Code of Conduct. To properly assess risk to the extent necessary, our 2025 target is to enroll 80% of direct materials suppliers in this program and for suppliers to meet or exceed our EcoVadis scoring threshold of 45 to demonstrate a strong foundational program. All suppliers not meeting these expectations will engage with Thermo Fisher to deploy a corrective action plan and are reassessed annually until appropriate performance can be demonstrated.

Percentage of direct materials spend assessed for supplier responsibility	**2025 (Target): 80%** 2021: 31% 2020: 13%

Additionally, in 2021 we completed a scoping effort on all relevant Scope 3 greenhouse gas (GHG) emissions, which indicated that roughly 75% of our indirect emissions are generated in our upstream supply chain activities. To address these emissions, we are engaging with suppliers and transportation carriers to set their own science-based targets and report on progress.

We recognize that a united voice from top companies to their supply chains will incentivize participation from our partners and encourage investment in reporting, target-setting and emissions reduction. To read more about this plan, refer to the Environment section of this report.

02 Colleagues

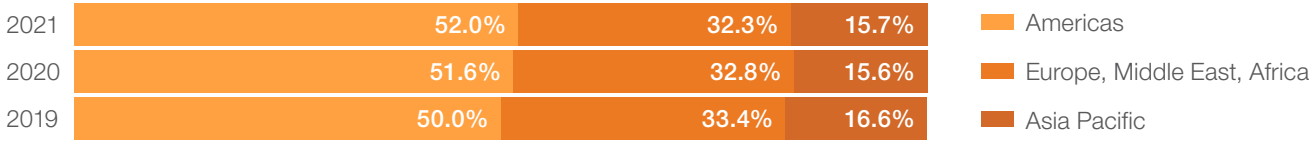
At Thermo Fisher, we are committed to creating a workforce reflecting the rich cultural, ethnic and experiential diversity of the world around us. As a Company that thrives on innovation, we understand that embracing diverse perspectives and experiences promotes creative problem solving and empowers our colleagues to contribute unique ideas that positively impact and inspire our customers and each other. We are dedicated to fostering and cultivating robust processes and practices around:

- Diversity & inclusion
- Culture
- Talent management

91,770

colleagues globally[10]

Colleague population by region



Our incredible global team

Our colleagues are our greatest advantage. They bring remarkable talent and dedication to their work each day, and the past two years have been no different. Throughout the pandemic, the commitment of our colleagues has allowed Thermo Fisher to continue to meet customer needs and accelerate our Company's growth. Our success would not have been possible without every colleague's contributions to making a positive impact on the world.

To acknowledge this, we have invested more than $1 billion in special Pandemic Response Recognition Payments throughout 2020 and 2021. Excluding our most senior leaders, all colleagues were issued cash awards in March, July and October 2021 with amounts based on a percentage of base pay. Additionally, colleagues at certain organizational levels were granted a stock option award.

> "We are so thankful for our incredible global team. The special recognition payments we provided to our colleagues are an acknowledgment of the extraordinary role they have played in enabling our customers and driving Company performance throughout the pandemic. The success they helped us achieve made it possible for us to make additional investments in our colleagues, celebrating their unwavering commitment to delivering on our Mission during an unprecedented time."
>
> — **Lisa Britt**
> Senior Vice President, Chief Human Resources Officer, Thermo Fisher Scientific

Diversity & inclusion

Our success as a Company is directly connected to our ability to attract and retain the best and brightest talent, welcoming them to a work environment where colleague differences are celebrated and supported. By actively fostering an inclusive workplace culture, our colleagues feel they belong, which empowers them to contribute, collaborate and innovate. To continue solving the world's greatest challenges, we must reflect the diversity of our communities, customers and suppliers.

In striving to elevate the voices of all colleagues, we are also committed to facilitating access to the resources, programs and internal Company networks that will nurture their individual success. Our diversity & inclusion (D&I) strategy is embedded in every stage of the colleague experience—from recruiting and hiring to training, development and long-term career and succession planning. The strategic framework that guides our progress fosters an inclusive organizational culture, reinforces our infrastructure to ensure equitable practices and activates personal accountability for all to contribute to our success.

Highlights along our D&I journey

2021

- From 2017 to 2021, increased US representation of women by 1% and racially and ethnically diverse colleagues by 6.7%, including in leadership roles[11A]
- From 2017, launched more than 150 new chapters of Business Resource Groups (formerly Employee Resource Groups), which create community and elevate the voices and perspectives of colleagues across the Company
- Implemented improvements to the hiring process to achieve fairer outcomes by leveraging technology to reduce potential bias

2020

- Strengthened our culture by designing colleague education modules on the topics of unconscious bias and belonging, and by launching a program to facilitate manager-led discussions on racial inequities
- Invested in restructuring and scaling the D&I organization to embed experts within the different businesses and functions to support leaders in accelerating impact

2019

- Increased external partnerships to improve representation through initiatives focused on hiring and empowering diverse talent

2018

- Established targeted recruitment and development strategies to strengthen hiring and retention

2017

- Gained an enhanced understanding of the demographics of our workforce through tools like our annual Employee Involvement Survey

Five years of progress

Our five-year D&I strategic plan has served as our roadmap and guided our progress since 2017. Over this time, we have continued to strengthen our culture of inclusion, embracing diversity as an essential aspect of fulfilling our Mission. **From 2017 to 2021, we increased US representation of women by 1% and racially and ethnically diverse colleagues by 6.7%, including in leadership roles.**[11A]

As a Company, we continue to make progress on our ambition to increase the representation of women and racially and ethnically diverse people within our US

Representation[11]

Global colleague population

US colleague population	2020	2021
Women in our total colleague population	41.3%	41.5%
Women in executive management roles[11B]	30.1%	35.1%
Women in leadership roles[11A]	37.1%[12]	38.3%
Racially and ethnically diverse people in our total colleague population	36.3%	39.1%
Racially and ethnically diverse people in executive management roles[11B]	22.1%	23.2%
Racially and ethnically diverse people in leadership roles[11A]	25.5%[12]	30.3%

Additional details on our D&I and talent indicators can be found in the Data summary.

Business Resource Groups

Nearly 10 years ago, we launched our first resource group for colleagues. Today, we are proud to sponsor nine global Business Resource Groups (BRGs) that represent a diverse set of affinities:

- African heritage
- All generations
- Asian and Pacific Islander heritage
- Individuals with disabilities
- Latino Hispanic heritage
- LGBTQ+ people
- Veterans and military families
- Working parents and caregivers
- Women

9	Business Resource Groups
242	local chapters

BRGs play a critical role in building a culture that encourages and embraces differences and contributes to the Company's long-term success. By fostering inclusion and belonging, building allyship, and supporting the career growth of colleagues, our BRGs collaborate with the global D&I team to deliver on our business objectives and strategic imperatives. Members of our Company leadership team serve as executive sponsors for BRGs to build allyship and understanding while also maximizing the success and impact of these groups. Our 242 local BRG chapters then activate and embed this work deep within our organization and our local communities.

Culture

Thermo Fisher's 4i Values of Integrity, Intensity, Innovation and Involvement are the foundation of our culture and fundamental to our continued growth. They guide our colleagues' interactions with customers, suppliers, partners and each other. Our Involvement focus drives engagement, embraces unique perspectives and facilitates connections that enable colleagues to work as one global team in an environment where all are treated with dignity and respect.

While feedback from our colleagues is our key measure of success, we are proud of the external recognition Thermo Fisher has received as a leader in our industry and an employer that prioritizes our people and our culture. In 2021, we were among those in Forbes' inaugural ranking of the World's Top Female-Friendly Companies.

Culture of belonging

At Thermo Fisher, inclusion, empowerment, trust and continuous improvement of the colleague experience are the keys to building belonging. In September 2021, we hosted our inaugural Belonging Week with the theme *We Belong Together.* The focus of the five-day event was to foster a shared sense of identity, purpose, values and interdependence among colleagues. When colleagues feel a deep connection to the Company and their team, they can experience individual success and career fulfillment.

Award	Recognizing entity
America's Most Responsible Companies	Newsweek
Best Place to Work for Disability Inclusion	Disability:IN
Best Place to Work for LGBTQ Equality	Human Rights Campaign
Great Place to Work	Great Place to Work™
Top 50 Employers of HBCU Students	HBCU Connect
World's Most Admired Companies	Fortune
World's Top Female-Friendly Companies	Forbes

Culture of transparency

We further promote a culture of trust through our commitment to transparency. Company goals, expectations and policies provide clear and consistent guidance that informs how we value and treat our colleagues and how they should engage with one another. Our Code of Business Conduct and Ethics is supported by our 4i Values and reinforces our commitment to ethical business practices, including providing equal employment opportunities. This code expresses our belief that colleagues should be treated fairly and evaluated on their contributions, not on any personal attribute or characteristic.

For more information, including policies on Freedom of Association and Collective Bargaining Agreements, please refer to our Global Equal Employment Opportunity and Human Rights Policy.

Listening to our colleagues

We take pride in our award-winning culture and work to continuously improve it. As a critical input to that process, we greatly value mutual transparency and feedback from our colleagues, which we track and quantify through our annual Employee Involvement Survey (EIS).

Each year, the EIS formally captures the voices and perspectives of our colleagues and is used to influence our Company-wide goals, drive leader action plans and develop more opportunities for colleagues to grow and innovate. To ensure universal accessibility, we have made the EIS mobile-friendly and available in 23 language offerings. The survey captures colleague feedback and provides comprehensive and insightful analytics to our leaders and managers in the following three areas:

Leadership
Supporting managers and Company leadership to improve overall performance

Inclusion
Fostering a workplace where everyone is valued for their individual differences

Involvement
Colleague engagement at the Company

We saw strong and increased participation in our 2021 EIS, with 86% of our colleagues completing the survey—an increase of two percentage points from the prior year. We also received more than 120,000 written comments. When colleagues take the time to provide this deeper feedback, it demonstrates they feel their opinions are truly valued. And with their detailed input, Thermo Fisher can be more nuanced and purposeful in how we continuously improve.

86% EIS survey participation by all colleagues

Culture of well-being

Over the last few years, our colleagues have managed unprecedented challenges, both professionally and personally. To help them live full and healthy lives, we offer a comprehensive total rewards package.

We support our colleagues with focused efforts to promote:

- Health and happiness
- Finances and the future
- Advancement and recognition
- Balance and time away

Globally, we offer Thermo Fisher colleagues and their families participation in our Employee Assistance Program (EAP). The EAP provides confidential assistance for a wide range of personal and work-related issues, including stress management, financial or legal concerns, and home life referrals. Our Employee Stock Purchase Plan (ESPP) is available in more than 20 countries. We offer regular, full-time and part-time colleagues, including interns, the opportunity to purchase Company stock at a discount. Additionally, to further support personal and professional development, we provide tuition reimbursement to colleagues in the US, Canada and Puerto Rico.

For more information on these and similar offerings, please refer to the benefits and total rewards section of our website.

To learn more about our culture of safety, please visit the Environment, health & safety section of this report.

Talent management

The talent and extraordinary skillsets of our colleagues drive our business forward. We want all colleagues to achieve their career goals and aspirations, and we encourage them by investing in development at all career stages—from interns and early career professionals to managers and executive leaders. We remain committed to developing and managing our diverse global workforce by continuously scaling our talent pipeline, enhancing our colleagues' skills and knowledge and providing the mentorship and resources colleagues need to thrive at Thermo Fisher. Our goal is simple—to improve our talent development process by creating positive candidate and colleague experiences through the complete talent life cycle.

Talent attraction & acquisition

When we offer candidates the opportunity to join Thermo Fisher, we are providing them with an opportunity to realize their best personally and professionally. This year, more than 30,000 new colleagues[13] joined us in making a meaningful impact on society. The Talent Acquisition team plays a critical role in ensuring we attract, hire and engage with candidates who share our values and have diverse backgrounds and unique skillsets that will enable our customers to solve some of the world's most pressing challenges.

In 2021, talent attraction and acquisition played a pivotal role in supporting our Mission. The team deployed technology and automation to meet hiring business objectives and drive awareness and engagement with our global opportunities. Our global career site and other communications channels, available in eight languages, allow us to personalize and localize our outreach and communications.

We understand that some of the best and brightest minds are just at the beginning of their careers, which is why we invest in meaningful early talent attraction and acquisition programs and create working opportunities for students who will become the next generation of scientists, engineers, functional business leaders and general managers. Each year, we hire over 500 colleagues in the early stages of their careers for our best-in-class programs, which include dynamic opportunities for high school and collegiate internships, co-op programs, apprenticeships, leadership development programs in nine functional areas and various full-time roles.

Our global university relations strategy leverages a diverse network of post-secondary partners from which we proactively recruit and hire undergraduate and graduate students. We use a localized approach for our early talent hiring strategy to meet the needs of our business.

There are 17 signature partnership schools within our network, including six HBCUs, prioritized for robust engagement based on geography, commercial partnerships, diversity, talent profiles and alumni relations. Together with these institutions, we have curated memorable student experiences, sponsored special events, hosted unique speaker series and established campus ambassador programs. We are committed to expanding our reach to underrepresented students by offering virtual sessions for Hispanic Serving Institutions (HSI) and Minority Serving Institutions (MSI) to introduce students to our opportunities and connect them to our managers.

Welcoming new colleagues

First impressions count. Thermo Fisher actively evolves our onboarding approach as we strive to continuously elevate each new colleague's experience. The New Colleague Onboarding program is designed to create a sense of belonging, instill both confidence and competence in our new colleagues as they move into their new roles, and align them with our Mission. This begins with a series of easy-to-navigate tasks and checklists during our candidate pre-hire experience that seamlessly transition into an interactive and engaging onboarding journey spanning their first 90 days.

Managers are critical to this new colleague experience and are supported with a series of resources and action items, including the development of customized 90-day onboarding plans and an automated process for assigning new colleague ambassadors, which help create a sense of belonging from day one. By equipping our new colleagues with the tools they need to be successful in their roles and connecting them to our values and Mission, we create the environment for them to begin building their Thermo Fisher careers.

From day one onward, we launch an immersive, two-way learning journey to onboard our new colleagues and continue to educate and inspire them throughout their career. This dynamic series supports a phased learning approach with early content modules of the learning journey covering Thermo Fisher's cultural fabric, codes and policies, and expanded business capabilities. Over time content has been expanded to include customer experience, our PPI Business System, long-term growth, our CSR strategy and beyond.

In welcoming new colleagues, our key principles for a successful onboarding experience include:

- Connecting to our Mission, purpose and business
- Cultivating an open and inclusive culture
- Instilling confidence while enhancing knowledge and collaboration

In December 2021, Thermo Fisher welcomed 30,000 new colleagues through our acquisition of PPD, Inc., forming our Clinical Research business. These new team members bring unique experiences and perspectives to the Thermo Fisher family, as well as a passion for serving.

Attracting diverse talent

Our inclusive culture values the power of diverse talent, backgrounds and experiences. We embrace the unique qualities of each of our colleagues, providing them with the freedom and support to enable cutting-edge thinking that results in successful business outcomes for our customers.

To ensure we are attracting talent from diverse candidate pools, we have a dedicated team that specializes in diverse recruiting, verifying that our job advertising is inclusive and removes unconscious bias. We also partner with organizations that represent various heritage and identity groups to streamline our recruiting strategy. Our partners include renowned organizations such as the National Society of Black Engineers (NSBE), for which Thermo Fisher is a Board of Corporate Affiliates (BCA) partner; the Society of Women Engineers (SWE); the Society of Hispanic Engineers (SHPE); Out in Science, Technology, Engineering, and Mathematics (oSTEM); and the National Black MBA Association (NBMBAA) at the national and local levels.

Our talent acquisition leaders ensure we focus on building deeper relationships with diversity-focused organizations to foster understanding and sustained relationships that maximize results over time. In recruiting top talent from underrepresented racial and ethnic groups, we actively target a broad range of experience levels, including recent graduates, mid-level managers and senior executives. Once onboarded, our new colleagues are supported by resources and networks that ensure they are set up for long-term success.

Talent development

At Thermo Fisher, we are committed to the ongoing development of our colleagues. We provide on-the-job growth opportunities, facilitated development through mentorship and collaboration, and formal development through established programs and learning resources. Our learning and development strategy is based on the following principles:

All colleagues have access to learning opportunities

Regardless of role, level, location or position in the organization.

Learning happens on the job

Learning happens as part of daily interactions, particularly when engaging in new opportunities or managing challenges.

Learning is everyone's responsibility

Every colleague has access to learning opportunities, and the responsibility for their development is a partnership between the colleague, the manager and their HR partner.

Learning is personalized

Colleagues have different development needs and learning styles. To meet these, we provide development and skill-building through personalized content and varied delivery mechanisms, including our artificial intelligence (AI)-driven Learner Experience Platform (LxP).

Learning is a journey

Thermo Fisher embraces a culture of ongoing learning by providing multiple learning opportunities for colleagues. This includes formal training programs, self-paced learning resources and opportunities to learn through experiences, such as deliberate job rotations, interacting with others, access to coaches and mentors, and receiving continuous feedback.

Learning has a social component, including through our virtual programs

Colleagues have different development needs and learning styles. To meet these, we provide development and skill-building through personalized content and varied delivery mechanisms, including our LxP driven by AI.

Making strides

Our EIS is one measure of the success of our talent development strategy, and we have made improvements annually. Over the past five years, colleague feedback indicates we have made significant strides in driving transparency, awareness, access and utilization of career development resources and opportunities.

"I have good career opportunities at Thermo Fisher."

Improved from **65%** of survey participants in 2017 to **75%** of participants in 2021

"I understand what I need to do to advance my career."

Improved from **64%** of survey participants in 2017 to **71%** of participants in 2021

Talent acquisition and development

52.0%

of positions filled by internal candidates

48.3%

of global leadership hires filled internally[11A]

38.7%

of global leadership hires were women[11A]

Continuous learning and development

Intensity is one of our 4i Values, characterized by the determination our colleagues apply to delivering results and their passion to excel. With colleagues at all levels so driven to achieve, it's our responsibility to invest in their potential, so they can grow with us.

- **Careers in Motion:** Fundamental to our learning and development strategy is our Careers in Motion program—our commitment to all colleagues that development and career pathways are open to everyone. Our Careers in Motion hub is an online destination that provides a wide range of resources for understanding the importance of development and career planning. The tools and resources we feature are designed to help colleagues build a comprehensive development roadmap as part of their career journey.
- **Communication cascade:** To facilitate awareness and access to our various offerings, Thermo Fisher communicates our learning and development opportunities through regular people manager broadcast calls, broad HR communication mechanisms, Yammer communities, and direct emails to colleagues. While we encourage colleagues at every level of the organization to participate, these messages are also, importantly, reinforced with colleagues at a local level by their manager or supervisor as well as their HR partner.
- **Continuous development:** Our continuous Performance Management and Development cycle is a year-round process during which all colleagues identify and track progress in line with their prioritized development goals. At the start of every year, colleagues identify both short- and long-term development goals, and over the course of the year, they have regular meetings with their manager to review those plans. This approach aims to engage and empower colleagues to take accountability for their career development in partnership with their manager. The success of our collaborative model is evidenced by EIS insights that show colleagues' understanding of how to advance their careers significantly improved over five years, from 64% in 2017 to 71% in 2021.

8,250+ professional, management and leadership development resources

1.5M+ visits to professional, management, leadership and executive curricula

Feature story

Optimizing personalized learning experiences

A robust new learning technology, powered by AI, was launched in 2021 and **delivered a tenfold increase in quality development resources** available to colleagues. This content surge is balanced by a streamlined user experience that simplifies the process of accessing and organizing the material. Thermo Fisher University Plus (TFU+) is an LxP that acts as a single front door to learning. It is a gateway to resources as well as other portals, including our dedicated Learning Management System (LMS), legacy Thermo Fisher University, intranet learning hubs and third-party educational content.

Building on a robust repository of learning and development resources, TFU+ further incorporates new content and access to thousands of articles, videos and podcasts from leading sources, including TED, Josh Bersin Academy, Big Think, CIO, Forbes and Harvard Business Review. In 2020, our learning platforms provided nearly 750 unique professional, management and leadership development resources. Through TFU+, we now offer over 8,000.

Within TFU+, colleagues set their own learning goals. From there, the user-centric interface leverages AI technology to curate a personalized content experience with recommendations tailored to the learner. As a colleague decides which resources to access, training to complete or goals to adjust, TFU+ will continuously improve and refine its recommendations to suit the specific learner.

TFU+ also provides a social and collaborative learning environment that enables colleagues to engage in peer-to-peer interactions and knowledge sharing. Following beta testing, over 15,500 managers have continued to regularly use TFU+ in support of their individual learning goals and career development. They report finding the platform intuitive and engaging with content that is relevant to their learning and career development goals. In 2022, we will expand TFU+ access to all colleagues worldwide.

Leadership and executive development

At Thermo Fisher, we develop leaders. One's ability and willingness to continuously learn is the foundation for leading with the greatest impact. Between our award-winning training programs and our newly accessible TFU+ resources, our managers can access the learning they need when they need it. In 2021, a critical business program called Leading in a Downturn was designed and delivered to executive leaders across the organization and externally recognized with the Gold Excellence Award.[14] Our leadership and executive development offerings include, but are not limited to, the following:

Management development programs support people managers at various experience milestones, including those who aspire to manage others.

Pipeline development programs prepare leaders to take on critical roles in 12 to 18 months with customized leadership and business-specific development from internal executives.

Mentorship and reverse mentorship support colleague development journeys at all career stages.

Stretch assignments provide unique opportunities that help colleagues gain valuable experiences and close skill gaps to support their career pathway.

Executive coaching is provided through a structured program with access to a range of psychometric assessment and development tools.

Management development programs to build strong people management skills

Aspiring Manager Training is designed for individuals contemplating managing others as part of their career aspirations.

Management Essentials is designed for new people managers to build basic management skills (targeted to those with less than 12 months of management experience).

Developing Frontline Leaders is designed for people managers typically with two or more years of management experience to develop their ability to successfully coach others.

Developing Emerging Leaders is an award-winning program[15] that enables Thermo Fisher colleagues to strengthen their leadership brand and build connections across the Company.

Role of the Leader is designed to increase the capabilities of directors in the areas of personal agility, team effectiveness and business and financial acumen.

Role of the Leader+ is a set of enhanced modules focused on key leadership topics delivered, in part, by executives from our Company leadership team, including a course led by our Chairman, President and CEO.

Pipeline development programs that prepare candidates to step into critical roles

- General Manager Development Program
- Operations Leadership Development Program
- R&D Leadership Academy
- Quality Leadership Academy
- Sales Leadership Development Program[16]

Talent management

We fuel our growth strategy with integrated, differentiated talent solutions that promote a diverse workforce and elevate the colleague experience across the talent life cycle. Our talent management strategy is anchored by our core performance and succession planning processes, which are complemented by deliberate job rotations as well as formal and informal development opportunities.

Our Human Resources Review processes include our talent management team meeting twice yearly with the Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Human Resources Officer (CHRO), Vice President of Global Talent and additional business and functional leaders to discuss every executive in the Company, along with their respective succession and talent pipelines. Additionally, our management teams hold monthly calls with the COO, Executive Vice President (EVP) and CHRO to discuss the progress of our talent strategy and where to focus our efforts as we continue to grow.

Feature story

Unveiling Veiled Talent

In 2021, a talent management pilot program uncovered critical learnings for succession planning approaches and delivered measurable results in building diverse pipelines for Mission-critical roles. Designed and implemented by a cross-functional team of Thermo Fisher talent experts, business partners and PPI Business System leaders, Unveiling Veiled Talent invited 300 colleagues to opt in to any of 14 General Manager (GM) roles within a single business unit in North America. The pilot directed participating colleagues to complete specific career development actions that would help them define and achieve success aligned with the goal of becoming a GM. The development tasks and tools increased career path visibility and clearly defined success for those in the program.

Unveiling Veiled Talent yielded positive results and key insights. Valuable succession dialogue was generated through robust attendance at the program launch, transparent career discussions, standing office hours and a closeout session.

> After a rigorous review and vetting process, one in five colleagues who opted in were added to succession plans for the GM role across multiple Thermo Fisher locations.

Not only did the pilot confirm the richness of our talent, but it also helped us discover veiled talent deeper in the organization. We also increased our pipeline diversity.

> In fact, 80% of colleagues who opted in and were added to GM succession slates were women or racially and ethnically diverse people.

Unveiling Veiled Talent empowered colleagues and gave them a louder voice in determining their career paths. For participants who had already been slated for future GM roles, this process helped to accelerate their trajectories. In other cases, the program elevated and developed colleagues who had never considered the GM path possible.

03 Communities

At Thermo Fisher, our commitment to supporting the global community is a priority reflected in our Company-level goals. Our approach is two-pronged: leveraging the aspects of our business that uniquely position us to make a positive impact on society and embracing the passion of our colleagues to connect to the local communities where we live and work. We also partner with nonprofit organizations and governments to empower underserved populations and help drive more equitable outcomes through:

- STEM education
- Colleague involvement
- Global health equity

Investing in STEM education

Encouraging and inspiring students in the primary and secondary grade levels to engage in science, technology, engineering and math (STEM) activities is a core element of our community impact strategy. Our internally developed signature STEM education programs engage students by connecting them to our colleagues. Through our Foundation for Science, we establish strategic partnerships with nonprofit organizations that enable us to scale our support of student populations historically underrepresented in the life sciences.

STEM education impact

100,000+
students reached through our STEM programs[17]

6,600+
educators reached through our STEM programs[18]

1,050+
STEM events[19]

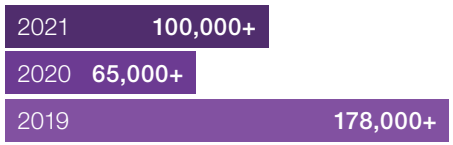
21
participating countries

Signature STEM education programs

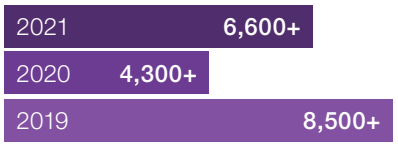
As an industry leader, we believe it is our responsibility to help young people make the connection to science, ensuring a continued interest in STEM subjects and careers for future generations.

We recognize that there is a specific window of time when children are open and curious about the world around them. For this reason, our signature programs focus on generating excitement around STEM subjects for primary and secondary learners. Students are provided the opportunity to interact directly with our colleagues through hands-on and team-based activities that highlight our technologies, make connections to careers in STEM and demonstrate how our Company influences the world. Our signature STEM programs—Innovation Nation, STEM Design Challenge, STEMcredible Kits and Career Connections—are available to our colleagues to implement in their local communities. Although traditional in-person events were limited due to the pandemic, our colleagues continued to adapt our programs and pursue opportunities to safely engage and inspire students, increasing our impact through STEM over the prior year. For more information regarding our STEM education programs, visit our CSR webpage.

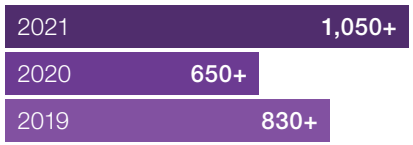
Students reached through our STEM programs



Educators reached through our STEM programs



STEM events



Participating countries

STEM partnerships

Our partners help us deliver on our commitment to inspire a new generation of innovators through STEM education involvement. We work with nonprofit organizations to deliver top-tier STEM programming through a range of partnership models, from mobile learning to innovation labs. These efforts support students and provide colleagues with rewarding volunteer opportunities.

Boys & Girls Clubs of America

In 2020, the Boys & Girls Clubs of America (BGCA) launched a digital version of the DIY STEM program on its MyFuture website, which features activity and video content showcasing Thermo Fisher technologies and careers. Through this safe, fun, mobile-friendly social platform, all 4,700+ BGCA youth clubs worldwide have access to more than 150 BGCA activities and can explore the possibilities of a future in STEM. Since the migration of DIY STEM on MyFuture, Thermo Fisher's direct impact has exceeded 15,000 completed activities.

We expanded our BGCA partnership in 2021 to create a professional development Learning Pathways program for club staff to focus on and build their STEM education skills and habits, fostering stronger STEM programming delivery to club youth. Additional Thermo Fisher funding provided grants and materials to support local clubs with STEM education programming, as well as a series of national virtual engagements where any club can tune into a live hands-on activity demonstration and youth are given the opportunity to ask questions and hear from Thermo Fisher experts.

China Women's Development Foundation

Beginning in 2021, Thermo Fisher collaborated with the China Women's Development Foundation to launch our Female Scientists Program, Her Science, which aims to create an enabling environment that supports the development and innovation of Chinese female scientists. The program was created to unleash the untapped potential of female scientists and encourage them to advance their careers in pursuit of higher achievements in STEM fields.

In addition to Karen Nelson, our Chief Scientific Officer, four outstanding female scientists who are also our customers helped launch the campaign. Each of these leaders represented a different research discipline and shared the story of their remarkable journey to finding success and fulfillment in a STEM field. The campaign launch was a success, with high engagement across multiple platforms. In 2022, the Female Scientists Program will travel to four universities around China to hold conferences and engage with students on the importance of STEM education.

Global STEM Day

Demand for STEM talent is growing at a remarkable pace, while access to high-quality STEM education lags. Thermo Fisher is committed to closing the gap by connecting more youth with impactful learning experiences that will inspire and propel them into thriving STEM careers. Through Global STEM Day, we celebrate and advance STEM education with colleague volunteerism that engages budding scientists in hands-on experiments. With fun, interactive activities —including creating lava lamps in Bothell, Washington; simulating volcano eruptions in Shanghai, China; building catapults in Lenexa, Kansas; and creating batteries out of produce in Bleiswijk, Netherlands—students were exposed to a diverse range of scientific disciplines and technologies that span our business.

"I am so grateful that Thermo Fisher Scientific gives me an opportunity to reach out and educate students and the community as part of my career," said Natasha Jackson, Team Leader, Service Support, Thermo Fisher Scientific. "These students start off as kids doing a fun activity, which could potentially pique their interest and lead them into a STEM career."

> "When we work together to spark a passion for STEM and nurture tomorrow's innovators, we advance Thermo Fisher's Mission to enable our customers to make the world healthier, cleaner and safer."

— **Karen Nelson**
Chief Scientific Officer, Global STEM Day Executive Champion, Thermo Fisher Scientific

Global STEM Day highlights

60+
STEM events

2,860+
volunteer hours

Colleague involvement

Our strategy for community involvement maximizes our global impact through engagement at the local level. This is how we create the most meaningful impact with our nonprofit partners. We foster volunteer-led Community Action Councils (CACs) at our sites around the world, resourcing and mobilizing our colleagues to connect directly with their local communities. This provides rewarding leadership and volunteer opportunities for our colleagues that also deliver Mission-aligned impact and philanthropic support in the communities where they live and work.

130+ Community Action Councils

$5.1M in colleague and matching gift donations[20]

4,130+ nonprofit organizations supported through donations

Get Involved Day

Our largest annual volunteer initiative is Get Involved Day, a day of service encouraging colleagues across the globe to give back to their communities with up to eight hours of Company-sponsored volunteer time off. Activities are coordinated locally and often include STEM education events. This year's campaign centered on the theme of environmental stewardship to reinforce the Company's ambitious commitments to reducing our carbon footprint. In addition to participating in locally developed events and joining a global litter clean-up project, our teams worldwide also deployed a newly designed, climate-themed DIY STEM education activity to primary school students. This program engages and inspires youth to reduce their impact on the environment.

160+ Get Involved Day events

Feature story

Go the Distance to Make a Difference

With quarantine and social distancing measures broadly in place, the global launch of our charity fitness challenge promoted wellness, work-life balance, connection and virtual collaboration to unite colleagues in a friendly competition that benefitted our communities. *Go the Distance to Make a Difference* was a two-week campaign during which colleagues tracked walking, running and cycling distances to receive donation dollars toward charitable organizations. Participation spanned every continent where we have colleagues.

46
participating countries[21]

$300K+
raised for charity

> "Thermo Fisher moved quickly to meet the emergency needs for COVID testing in LMICs, becoming one of the largest suppliers to UNICEF and other global organizations. Thermo Fisher's ability to supply and support labs in over 100 developing countries makes them a key partner for us in addressing public health needs."
>
> — **Alan Staple**
> Vice President & Head of Global Markets Team,
> Clinton Health Access Initiative

Global health equity

Thermo Fisher's ability to cost-effectively meet urgent COVID-19 testing needs catapulted us into the global health spotlight. **In 2021, we became one of the largest suppliers of qPCR COVID-19 diagnostics to low- and middle-income countries (LMICs).** We've served over 150 LMIC-based laboratories worldwide.

We also worked alongside global health partners, including the World Health Organization, Clinton Health Access Initiative, United Nations Children's Fund (UNICEF) and the Africa Centres for Disease Control and Prevention, to aid target countries in their pandemic response. We extended the original warranty on 362 diagnostic instruments purchased through our Global Health Equity (GHE) channel from March 2020 to March 2021 for an additional 12 months at no charge.

What initially started as our emergency pandemic response effort in developing countries evolved into the establishment of a Company strategy and GHE business in 2021. This group provides holistic solutions targeted specifically to customers in LMICs, offering reduced access pricing that enables a more effective public health response to the pandemic and the opportunity to strengthen infrastructure to better manage ongoing public health concerns related to endemic infectious diseases in these countries.

Over the past year, we developed our internal infrastructure and processes, establishing a global team in the functions of product management, global support services, marketing, business development, sales and commercial, and legal and regulatory to effectively meet diagnostic needs beyond COVID-19 in these markets.

Public-private partnership

During the second major COVID-19 wave in India, we partnered with UNICEF and the Government of India to scale in-country capacity. We successfully installed 97 Thermo Scientific™ KingFisher™ Flex instruments for nucleic acid, protein and cell purification. Overcoming strict travel restrictions and resource limitations, our efforts enabled customers to immediately begin testing in remote areas of the country to better manage the surge. This collaboration was supplemented with a humanitarian response that supported nongovernmental organizations responding on the front lines. To read about this relief effort, please visit the feature story Responding to COVID-19 in India.

Building local capacity

To effectively utilize critical donations, receiving entities must have the appropriate capabilities and infrastructure. At Thermo Fisher, we mobilize quickly when needed to support technical upskilling and capacity building to bridge the gap and equip frontline stakeholders for immediate impact and long-term success.

United States

The Just Project is our US-based health equity initiative supporting Black communities disproportionately impacted by the pandemic. Through this initiative, we provided comprehensive support to establish a robust and sustainable lab network that now allows over 60 HBCUs to provide students and faculty with free COVID-19 testing directly. These labs, certified in line with national quality regulatory requirements, have the potential to support evolving diagnostic needs and scientific research programs well into the future. In 2021, we extended our support of the Just Project for another school year, bringing our commitment to more than $30 million in donated diagnostic instruments, test kits and related supplies since we launched in 2020.

Honduras

In 2021, the United States Agency for International Development notified us that our donation of Applied Biosystems™ TaqPath™ COVID-19 CE-IVD kits to Honduras was at risk of being underutilized because many of the technicians in the country's public laboratory network lacked access to quality training. We stepped in to provide in-person training and 24/7 remote support that ensured labs remained operational and empowered technicians to perform and transfer knowledge independently. As a result, over 200,000 tests were performed, and this engagement has paved the way for a deeper partnership with the public laboratory network of Honduras, establishing a collaboration that will extend beyond the pandemic.

In-kind support

Our product donation program amplifies our STEM and GHE initiatives worldwide. In 2021, key in-kind donations were valued at $22 million and largely benefited the US and Asia-Pacific region.

$22M in total in-kind donations[22]

Through our collaboration with the Clinton Health Access Initiative, Thermo Fisher supported the in-kind distribution of more than 400,000 COVID-19 test kits in Vietnam, Cambodia, Senegal and Mozambique.

Pasteur Institute in Ho Chi Minh City, Vietnam: **270,000 tests**

National Institute of Public Health, Cambodia: **24,000 tests**

Ministry of Health, Senegal: **70,000 tests**

Central de Medicamentos e Artigos Médicos – National Institute of Health, Mozambique: **40,000 tests**

To read more about our community impact strategy, please visit our CSR webpage.

Feature story

Responding to COVID-19 in India

In the spring of 2021, Thermo Fisher quickly responded to support our colleagues and the citizens of India as the COVID-19 virus surged throughout the country. We took a holistic approach in supporting the local response to this unprecedented health crisis.

Our first priority was the well-being of our in-country colleagues. As we addressed their needs, our facility in Bengaluru also ramped up production of a COVID-19 test we had previously launched specifically for India as part of our global health equity work.

To help strengthen broader community systems, we directed more than $1 million in philanthropic support to local nongovernmental and nonprofit organizations that directly served those affected by the second wave of the virus. And because our products and expertise are our most valuable assets to the pandemic response, we provided an additional $9 million in COVID-19 testing products, personal protective equipment and other critical supplies.

A special component of our humanitarian response was our collaboration with our global colleagues. In response to their compassion and eagerness to help, we established an internal India COVID Relief Fund through which colleagues could support vetted nonprofits responding on the frontlines. As a Company, we amplified their generous donations with a 200% match, contributing another $250,000 to the funds raised.

04 Environment

At Thermo Fisher, we recognize the inextricable link between a healthy planet and healthy people. As the world leader in serving science, we support the urgent calls for action from scientists around the world to address climate change.

Our approach to the environment goes hand in hand with our Mission to enable our customers to make the world healthier, cleaner and safer. We leverage our culture of continuous improvement and the 4i Values embodied by our colleagues to identify and deliver new solutions through our operations and value chain. While working to reduce our impact on the planet, we are also actively supporting the sustainability ambitions of our customers with a focus on:

- Climate
- Product design
- Water
- Waste

Climate

The world's leading scientists have sent a clear message that urgent action is needed to avoid the worst impacts of climate change. In 2021, we announced our commitment to becoming **net-zero by 2050** and joined the Business Ambition for 1.5°C campaign led by the Science Based Targets initiative. This aligns our climate strategy and goals with the Paris Agreement, expanding on our existing 2030 target to reduce Scope 1 and 2 emissions by 30% compared to 2018. To round out our approach, we also established a near-term target for our indirect Scope 3 emissions.

Our climate goals

Scope 1	Scope 2	Scope 3
By **2030**, reduce greenhouse gas emissions by 30% from 2018 baseline		By **2027**, 90% of suppliers by spend set science-based targets
By **2050**, achieve net-zero emissions		

Investing in a high-impact plan

Making 2021 even more transformative, we made significant strategic investments in staffing, reevaluating and resourcing our climate program to support the accelerated design and implementation of our net-zero roadmap. Our long-term financial plan has been established to support a strategic mix of emissions reduction actions that will deliver positive impact at scale. As our net-zero roadmap continues to develop, key components of the framework include:

- Transitioning away from fossil fuels and high-impact refrigerants in our operations
- Sourcing renewable electricity across our operations
- Engaging with our suppliers to amplify collective progress

Energy & emissions

Scope 1 and Scope 2 emissions

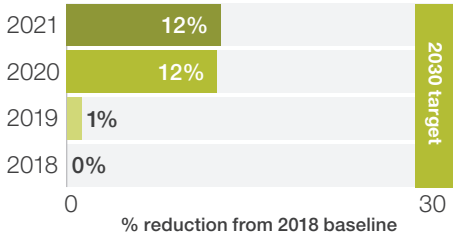
In 2021, we achieved a 12% reduction in absolute Scope 1 and Scope 2 emissions compared to our 2018 baseline. This progress places us ahead of schedule toward our 2030 target despite the considerable expansion of our global capacity and infrastructure throughout 2020 and 2021. Over the past year of operational growth alone, our Scope 1 and Scope 2 carbon intensity equalled 16 metric tons of carbon dioxide per million USD in revenue, down from 19 in 2020 and 27 prior to the pandemic. Increased procurement of renewable electricity was the primary driver of these reductions. See the Data summary for a complete list of indicators.

In 2021, we completed energy assessments at our largest manufacturing facilities that represent 40% of our Scope 1 and Scope 2 footprint. The findings uncovered opportunities to eliminate over 80,000 metric tons of carbon dioxide, approximately 25% of our fossil fuel-related emissions. Over the coming year, several of these projects will be implemented and additional site energy assessments completed to plan our transition away from fossil fuels.

Renewable electricity procurement is critical to our near-term strategy. We achieved a new record in 2021, with 22% of global electricity coming from renewable sources, a 69% increase over the prior year. More than 60 Thermo Fisher sites have now achieved 100% renewable electricity. Our approach is centered around the concept of "additionality"—or directly supporting the development of new renewable generation sources. We do this by adding renewable systems at our sites and leveraging long-term power purchasing agreements (PPAs) with new wind and solar facilities.

As part of our strategy, we have registered with the Energize program. Energize is a unique, sector-wide initiative aiming to increase access to renewable energy within the pharmaceutical supply chain.

Scope 1 and 2 emissions[23]



Feature story

Achieving our first fossil fuel-free facility

In 2021, we announced our first fossil fuel-free manufacturing facility in Germering, Germany. Best explained by site leader Omar Castillo, "[Operating without fossil fuels] is a result of many steps we took over a period of several years."

Over the last decade, Omar and his team examined where they could leverage opportunities to make the facility more energy efficient and environmentally friendly. To eliminate fossil fuels entirely, they used several readily available technologies to achieve their goal, including geothermal heating and cooling, heat recovery and a rooftop solar system.

Last year the electricity supply was transitioned to 100% renewables, meaning the facility now generates zero greenhouse gas emissions.

For Thermo Fisher, this achievement demonstrates that operating without fossil fuels is possible in a manufacturing setting. The work completed by the Germering team has been shared with other facilities across the globe to further accelerate the Company's plans to achieve net-zero. The Germering team has already set their sights on another goal.

"The next steps involve making our products and logistics more environmentally sustainable," said Omar. This includes, for example, procurement of environmentally preferable parts for manufacturing, energy-efficient product transportation and recyclable products.

Customers not only want excellent products and service, they also want assurance that we, as their partner and supplier, are doing all we can to operate in an environmentally responsible manner.

Renewable energy highlights

3.5MW
of solar power installed at our sites

3MW
of wind energy installed at our sites

15MW
of solar power planned for the near future

Scope 3 emissions

Our supply chain is our largest source of emissions, representing more than 90% of the greenhouse gas emissions generated within our value chain. With the development of a supplier engagement program for climate change, we can greatly reduce our environmental impact as a Company and sector.

In 2021, we took on a robust body of work to calculate the baseline for our Scope 3 emissions. To encourage a similar investment in reporting and emissions reduction, we have established our first near-term Scope 3 target. For suppliers that represent 90% of our Scope 3 emissions from (1) Purchased Goods and Services and (2) Upstream Transportation and Distribution, Thermo Fisher will engage them in setting climate-related, science-based targets by 2027.

Based on early reporting and interactions, we were able to immediately support foundational change. By the end of 2021, over 15% of our spend was associated with suppliers that had committed to science-based targets. To read more about the actions we are taking with our suppliers, please refer to the Operations section.

Product design

Thermo Fisher is committed to designing our products with the environment in mind. This concept is grounded in a circular business model that focuses on rethinking how we make our products. By incorporating sustainability principles into the design of our greener product alternatives, we can help customers advance sustainability in the lab by minimizing the use of hazardous chemicals, decreasing waste and material consumption, and increasing energy efficiency. Read more about our sustainable product design process.

Enabling our customers' environmental goals

Greener product categories[24]	**2021: 60** 2020: 54 2019: 51 2018: 48
Products with an ACT label	**2021: 470** 2020: 101
ENERGY STAR-certified products	**2021: 250+** 2020: 255+ 2019: 150+

Product choice

Our dedication to transparency doesn't stop with our own products. The Fisher Scientific Greener Choice program makes it easy for customers to find lab products with a lower environmental impact, offering more than 6,000 qualifying products from various brands. Greener Choice products must meet four criteria, including offering one or more of the environmental attributes itemized in the US Federal Trade Commission's (FTC) Green Guides.

Product labeling

We believe it should be easy to make informed purchasing decisions. Our environmentally preferable product alternatives are labeled with a green leaf symbol on thermofisher.com, and we provide detailed substantiation for all our claims.

Thermo Fisher is also a leading participant in the ACT Environmental Impact Factor Label program created by the nonprofit organization My Green Lab. Emphasizing Accountability, Consistency, and Transparency, the ACT label is designed to address the needs of both scientists and procurement specialists for clear, third-party-verified information about the environmental impact of laboratory products. At the end of 2021, Thermo Fisher offered 470 products with an ACT label. Our plans to continue expanding our product labeling program will enable research, pharmaceutical and clinical laboratories to advance both innovation and their sustainability objectives.

Feature story

Environmental labeling for more informed purchasing

In 2021, we announced an expansion of our collaboration with My Green Lab to label our entire cold temperature storage portfolio with their ACT label. Cold storage is essential to enabling scientific discovery, and Thermo Fisher's freezers were among the first to be ENERGY STAR™ certified. By adding the ACT label, we will further provide scientists and procurement specialists with clear, third-party verified information about the environmental impact of laboratory products. The Thermo Scientific™ TSX Series ultra-low temperature (ULT) freezers and the Thermo Scientific Standard Performance ULT freezers were the Company's first cold storage solutions to be recognized with the ACT label. As of the end of 2021, more than 350 models have been labeled to support sustainable purchasing decisions.

> "Our customers are committed to adopting more sustainable laboratory practices. We are proud of our efforts to support environmentally friendly lab management, in part, with a portfolio of equipment and consumables that have earned top scores across a range of environmental metrics."
>
> — **Paul Parker**
> Senior Vice President of Strategy and Corporate Development,
> Thermo Fisher Scientific

ENERGY STAR

Feature story

Increasing access to our 100% recyclable paper cooler

Launched in late 2018 for cold shipments using gel packs, our 100% recyclable paper cooler was expanded in 2021 to transport select products requiring dry ice coolant. The paper cooler replaces expanded polystyrene (EPS) foam coolers that have been the preferred external packaging for cold chain shipments for decades, despite being notoriously difficult to recycle. The paper cooler is curbside recyclable and meets the thermal requirements necessary to uphold our stringent product quality standards. To date, we have delivered over 1 million shipments using the paper cooler, eliminating approximately 650,000 cubic feet of EPS foam, enough to fill 24 Olympic swimming pools.

Winner of **Gartner's Social Impact of the Year Award**

Packaging & transport

Packaging design is integral to ensuring the quality and performance of our products and minimizing our environmental impact. Our goal is to design packaging and transport solutions that preserve product integrity while maximizing freight density and therefore using less fuel. Whether redesigning the packaging of individual components within kits, reducing the use of dry ice and other cold shipping methods, or transitioning to readily recyclable shipping materials, we are reducing our environmental impact and helping our customers meet their climate and waste goals.

Innovation drives sustainability

Our Mission drives our commitment to protect the planet. We are not only delivering products that serve the research needs of our customers, we are also striving to develop them in a way that minimizes our use of natural resources and our impact on the environment. The innovations highlighted below meet our internal environmental criteria and are available to customers today as part of a broader portfolio of offerings that have been designed, or redesigned, for sustainability.

Energy efficient

- Gibco™ Lab Armor Beads
- Biological safety cabinets
- Applied Biosystems™ QuantStudio™ 7 Pro Dx Real-Time PCR System
- Thermo Scientific™ TSX and TDE Series ultra-low temperature freezers
- Thermo Scientific centrifuges

Less waste

- Invitrogen™ Qubit™ Protein BR Assay Kit
- Applied Biosystems QuantStudio 6 and 7 Pro Real-Time PCR Systems
- Thermo Scientific™ Nunc™ Edge 2.0 96-Well Plates
- Thermo Scientific™ Nalgene™ Sustain bottles

Sustainable disposal

- Invitrogen™ iBlot™ 2 Dry Blotting System product take-back
- Applied Biosystems™ SeqStudio™ Cartridge Recycling Program

Sustainable packaging

- Applied Biosystems™ TaqMan™ Assays and TaqMan Primers and Probes
- Applied Biosystems™ AmpliTaq™ Gold 360 and AmpliTaq 360 DNA Polymerases
- Gibco™ BenchStable™ Cell Culture Media

Less hazardous

- Thermo Scientific™ CellInsight™ CX7 LED and CX7 LZR HCS platforms
- Thermo Scientific™ Aqua-Tec™ Water Preservation Cell
- Invitrogen™ Cells-to-CT™ kits

Water

Access to water is essential to the well-being of people and the planet. At Thermo Fisher, high-quality water is vital to the goods and services we provide our customers.

Our approach consists of uncoupling water usage from business growth. We leverage our PPI Business System to identify new reduction and reuse opportunities and manage our water use with a context-based perspective to understand how our use relates to the needs of the surrounding water basin.

13% decrease in water use in 2021

In 2021, our water use decreased by 13% compared to the previous year. These reductions can be attributed to process improvements and optimizations at several manufacturing facilities. We continue to accelerate the uncoupling of water usage and growth, and on a revenue-adjusted basis, reduced water intensity by 28%.

To identify and manage water risks across our portfolio of sites, we transitioned to using the World Wildlife Fund's Water Risk Filter tool. We conducted a high-level screening of basin-level water risks across 227 Thermo Fisher sites, twelve of which were identified as being in a high-risk basin, representing 6% of our water usage. In 2022 we will combine this screening with a criticality assessment to determine our water risk exposure and develop steps to address these risks.

Waste

Central to our environmental sustainability approach is waste reduction. At Thermo Fisher, we are exploring circular business models to maximize resource efficiency and create new solutions for our customers and our own operations. Our approach also follows the waste hierarchy outlined by the US Environmental Protection Agency (EPA) such that we prioritize source reduction followed by reuse and recycling. We are developing new strategies to integrate this hierarchy into product design, production and end-of-life disposal.

In 2021, we continued to explore new recycling options for single-use lab plastics, including repurposing these plastics into durable and highly-reusable shipping pallets.

At our sites, we promote zero waste, which means diverting at least 90% of nonhazardous Thermo Fisher waste from landfills and waste-to-energy facilities. Instead, our teams focus on reuse, recycle, and compost disposal strategies. Our Zero-waste playbook guides sites through a process of identifying all waste streams, minimizing waste generation and improving waste disposal strategies to eliminate landfilling. By the end of 2021, 24 facilities were zero-waste certified.

24 certified zero-waste facilities

Endnotes

Section	Page	Endnote No.	Note
Our Company	5	1	At the time of publication of this report, our global team consisted of more than 125,700 colleagues.
Our Company	5	2	This is the midpoint of the conservative estimate range for the population prevalence of rare diseases. Nguengang Wakap, S., Lambert, D.M., Olry, A. et al. (2020) Estimating cumulative point prevalence of rare diseases: analysis of the Orphanet database. *European Journal of Human Genetics* 28, 165–173. https://doi.org/10.1038/s41431-019-0508-0
Our Company	11	3	2022 Demographics Summary Data, Ward 8. DC Health Matters. https://www.dchealthmatters.org/demographicdata?id=131495
Operations	15	4	2020 Drug Trials Snapshots Summary Report. FDA Center for Evaluation and Research. https://www.fda.gov/media/145718/download
Operations	16	5	cGMP refers to the Current Good Manufacturing Practice regulations enforced by the FDA.
Operations	17	6	Our EHS-MS reflects the principles and criteria from ISO 14001, OHSAS 18001, ISO 45001 and US OSHA's "Recommended Practices for Safety and Health Programs."
Operations	18	7	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.
Operations	18	8	The total recordable incident rate represents the number of recordable injuries or illnesses occurring at Thermo Fisher per 100 full-time workers. Recordable injuries are defined by US OSHA and include injuries resulting in one or more of the following: a fatality, lost work days, restricted work days, loss of consciousness, medical treatment beyond first aid, or a significant injury or illness diagnosis by a physician or other licensed healthcare professional.
Operations	19	9	This figure represents our direct and indirect spend with diverse suppliers and qualified small businesses in the US. It includes spend from approved commercial and individual subcontracting plans.
Colleagues	22	10	This figure may not match the one found in the Data summary due to rounding.
Colleagues	23 and 28	11	Gender and other diversity reporting are based on colleagues who voluntarily self-identify. – Note A: Leadership roles include managers at all levels of our organization. – Note B: Executive management includes Vice President roles and above at all levels of our organization.
Colleagues	23	12	We are restating this indicator for 2020 to reflect an update in our methodology to cover all managerial roles across the organization.

Section	Page	Endnote No.	Note
Colleagues	26	13	This is organic growth and does not include acquisitions.
Colleagues	30	14	The Brandon Hall Group recognized Thermo Fisher with the Gold Excellence Award for Best Advance for Leading Under a Crisis.
Colleagues	30	15	This program received three different awards. The Brandon Hall Group recognized Thermo Fisher with two Gold Excellence Awards for (1) Best Advance in Leadership and (2) Senior Leadership Development. In addition, *Chief Learning Officer* magazine's LearningElite program recognized Thermo Fisher with the gold Learning in Practice Award for Excellence in Blended Learning category.
Colleagues	30	16	This program will be launching in 2022.
Communities	33	17	Students reached include those benefiting from a STEM-related in-kind or cash donation, as well as those participating in STEM events sponsored by Thermo Fisher, our colleague-led Community Action Councils, or any of the nonprofit partners we support.
Communities	33	18	Educators reached include those benefiting from a STEM-related in-kind or cash donation, as well as those participating in STEM events sponsored by Thermo Fisher, our colleague-led Community Action Councils, or any of the nonprofit partners we support.
Communities	33	19	STEM events are planned interactions between a Thermo Fisher colleague(s) and a student or group of students engaging in science, technology, engineering or math learning activities.
Communities	36	20	Contributions made to religious or political organizations are not matched by Thermo Fisher.
Communities	36	21	Includes US territories.
Communities	38	22	In-kind donations include any product donations, including consumables, software or equipment. We use fair market value to account for these donations. Service is excluded from this figure.
Environment	40	23	This graph includes restated environmental data for the 2019-2020 reporting years due to material changes in methodology.
Environment	42	24	Each greener product category consists of multiple products within a product line—all of which share the same environmentally beneficial feature(s). To help labs reduce their environmental impact, we have designed these products to minimize the use of hazardous chemicals, minimize waste and material consumption, and/or increase energy efficiency.

Awards

2021 global recognition

Award	Recognizing entity
100 Best ESG Companies	Investor's Business Daily
2021 Company of the Year	Instrument Business Outlook
America's Most Responsible Companies	Newsweek
Best In-House Recruitment Team	Recruiter Magazine
Best Place to Work for Disability Inclusion	Disability:IN
Best Place to Work for LGBTQ Equality	Human Rights Campaign
Great Place to Work	Great Place to Work™
Social Impact of the Year – Power of the Profession Award	Gartner
Top 100 HR Departments	HRO Today
Top 100 Internship Program	WayUp
Top 50 Employers of HBCU Students	HBCU Connect
World's Most Admired Companies	Fortune
World's Top Female-Friendly Companies	Forbes

2021 regional recognition

Award	Recognizing entity
Best COVID-19 Responder Award	OBN (UK)
Best Plants Award	IndustryWeek (US)
Best Workplace for Women 2021 Award	Economic Times (India)
Company of the Year – Healthcare	World Leadership Congress (India)
COVID Diagnostic Brand/ 'Health Skilling Brand"	Integrated Health & Wellbeing Council (India)
Employer of Choice for Gender Equality	Workplace Gender Equality Agency (Australia)
Governor's Volunteer Service Award	State of North Carolina – Pitt County (US)
Great Place to Work	Great Place to Work Institute (India)
Great Place to Work – Norway's Best Employers, Top 3	Great Place to Work™
HR Team of the Year	San Diego HR Forum (US)
Responsible Employer 2021	Ministry for Human Capacities (Hungary)

Data summary

We are continuously working to enhance our reporting practices. Starting with 2021, we are providing a consolidated view of select performance indicators organized around the pillars of our CSR strategy. Many of these indicators are being included for the first time in our CSR report.

Governance

Description	Unit	2021
General		
Annual revenue	$USD Billions	39.2
R&D spend	$USD Billions	1.4
Board diversity[1*]		
Board members	#	12
Women board members	#	3
Racially and ethnically diverse board members[2]	#	3

1. Board diversity information comes from our proxy statement, which includes data from Q1 of 2022.
2. Other than White and may include Asian, Black, Hispanic, Indigenous and/or multiracial.

Operations

Description	Unit	2021
Quality		
Observation rate for government agency, regulatory oversight[3]	#	2.5
Observation rate for Thermo Fisher internal regulatory oversight[4*]	#	5.3
Percentage of regulatory inspections with zero findings[5]	%	45
Percentage of sites adhering to cGMP and/or certified to ISO 9001, ISO 13485 standards[6]	%	93
Number of recalls issued globally*	#	48

Operations continued

Description	Unit	2021
Number of total reportable recalls[7*]	#	36
Number of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database*	#	0
Number of FDA enforcement actions taken in response to violations of cGMP, by type*		
Consent decree	#	0
Number of FDA warning letters issued	#	0
Form 483	#	7
EHS		
Lost-time injury rate[8]	#	0.2
Total recordable injury rate[9*]	#	0.5
Supplier diversity		
Diverse and small supplier spend[10]	$USD Billions	2.0
Responsible sourcing*		
Percentage of suppliers participating in EcoVadis program, by spend[11]	%	31

*This indicator or set of indicators is being included in this report for the first time.

Operations continued

Description	Unit	2021
Percentage of suppliers committed to setting a science-based target, by spend[12]	%	6
Percentage of suppliers with a science-based target, by spend[12]	%	9

3. This figure represents the average number of observations per inspection.
4. This rate represents the average number of observations per our internal quality management system audit process.
5. We define regulatory inspections as inspections conducted by any government agency.
6. cGMP refers to current Good Manufacturing Practices.
7. Includes voluntary and involuntary recalls.
8. The lost-time incident 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.
9. The total recordable incident rate represents the number of recordable injuries or illnesses occurring at Thermo Fisher per 100 full-time workers. Recordable injuries are defined by the US Occupational Safety and Health Administration and include injuries resulting in one or more of the following: a fatality, lost work days, restricted work days, loss of consciousness, medical treatment beyond first aid, or a significant injury or illness diagnosis by a physician or other licensed healthcare professional.
10. This figure represents our direct and indirect spend with diverse suppliers and qualified small businesses in the US. It includes spend from approved commercial and individual subcontracting plans.
11. Direct materials spend only.
12. Addressable spend includes all spend in Purchased Goods and Services, Scope 3 Category 1. The boundary is companies listed on the Science Based Targets initiative website as of December 31, 2021.

*This indicator or set of indicators is being included in this report for the first time.

Colleagues

Description	Unit	2021
Colleague population by region[13]	**#**	**91,767**
Americas	#	47,812
APAC	#	13,940
EMEA	#	30,015
Colleague population by gender[14]		**91,767**
Male	#	51,920
Female	#	37,134
Not disclosed	#	2,713
Colleague population by gender and employment type[14*]	**#**	**91,767**
Male, full time	#	51,067
Male, part time	#	853
Female, full time	#	35,531
Female, part time	#	1,603
Undisclosed, full time	#	2,677
Undisclosed, part time	#	36
Talent[15]		
Positions filled by internal candidates	%	52.0
Global leadership hires filled internally[16]	%	48.3
Global leadership hires who are women[14, 16]	%	38.7
Diversity and inclusion[14, 15, 17]		
Percentage of women in US colleague population	%	41.5
Percentage of women in executive management roles in US[18]	%	35.1
Percentage of women in leadership roles in US[15]	%	38.3
Percentage of racially and ethnically diverse colleagues in US[19]	%	39.1
Percentage of racially and ethnically diverse colleagues in executive management roles in US[18, 19]	%	23.2

Colleagues continued

Description	Unit	2021
Percentage of racially and ethnically diverse colleagues in leadership roles in US[16, 19]	%	30.3
Business Resource Groups (BRGs)	#	9
Local BRG chapters	#	242

13. Our colleague population figures are reported as of December 31, 2021, based on actual headcount.
14. Gender and other diversity reporting is based on colleagues who voluntarily self-identify.
15. These indicators use a trailing twelve month calculation.
16. Leadership roles include managers at all levels of our organization.
17. These indicators are only relevant to our US colleague population.
18. Executive management includes Vice President roles and above at all levels of our organization.
19. Other than White and may include Asian, Black, Hispanic, Indigenous and/or multiracial.

*This indicator or set of indicators is being included in this report for the first time.

Communities

Description	Unit	2021
Colleague and matching gift donations[20]	$USD Millions	5.1
Volunteer hours donated to the community[21]	Hours	105,000+
Students reached through STEM programs[22]	#	100,000+
Educators reached through STEM programs[23]	#	6,600+
Number of STEM events[24]	#	1,050+

20. Contributions made to religious or political organizations are not matched by Thermo Fisher.
21. This figure represents the total number of hours tracked for both Company-sponsored volunteer events and personal volunteer time logged by colleagues in our Community Impact Portal.
22. Students impacted include those benefiting from a STEM-related in-kind or cash donation, as well as those participating in STEM events sponsored by Thermo Fisher, our colleague-led Community Action Councils, or any of the nonprofit partners we support.
23. Educators impacted include those benifiting from a STEM-related in-kind or cash donation, as well as those participating in STEM events sponsored by Thermo Fisher, our colleague-led Community Action Councils, or any of the nonprofit partners we support.
24. STEM events are planned interactions between a Thermo Fisher colleague(s) and a student or group of students engaging in science, technology, engineering or math learning activities.

Environment

Description	Unit	2021
Sustainable products		
ENERGY STAR-certified products	#	250+
ACT-labeled products*	#	470
Greener product categories[25]	#	60
Environmental indicators[26*]		
Climate		
Scope 1 (fossil fuels and refrigerants)†	Metric tons CO_2e ($MTCO_2e$)	298,043
Scope 2, market based (electricity and steam)†	$MTCO_2e$	314,972
Total: Scope 1 and 2	$MTCO_2e$	613,015
Scope 1 and 2 absolute reduction since 2018 (Target: 30% by 2030)	%	12
Scope 1 and 2 intensity	$MTCO_2e$ / Millions $USD revenue	15.6
Scope 2, location based (electricity and steam)†	$MTCO_2e$	365,356
Scope 3	$MTCO_2e$	11,232,116
Purchased goods and services (category 1)	$MTCO_2e$	6,121,014
Capital goods (category 2)	$MTCO_2e$	224,832
Upstream/downstream energy- and water-related activities (category 3)	$MTCO_2e$	130,493
Upstream/downstream distribution (category 4)	$MTCO_2e$	2,283,076
Waste generated in operations (category 5)	$MTCO_2e$	11,971
Business travel (category 6)	$MTCO_2e$	41,013
Colleague commuting and work from home (category 7)	$MTCO_2e$	190,837
Upstream leased assets (category 8)	$MTCO_2e$	0
Downstream transportation and distribution (category 9)	$MTCO_2e$	—[27]

*This indicator or set of indicators is being included in this report for the first time.
†This metric has gone through a limited assurance process.

Environment continued

Description	Unit	2021
Processing of sold products (category 10)	$MTCO_2e$	Not relevant
Use of sold products (category 11)	$MTCO_2e$	2,228,880
End of life treatment, sold products (category 12)	$MTCO_2e$	—[28]
Downstream leased assets (category 13)	$MTCO_2e$	Not relevant
Franchises (category 14)	$MTCO_2e$	Not relevant
Investments (category 15)	$MTCO_2e$	Not relevant
Scope 3 intensity	$MTCO_2e$ / Millions $USD revenue	286
Scope 3 (percent of Scope 1, 2 and 3)	%	95
Value chain (Scope 1 + 2 + 3)	$MTCO_2e$	11,845,131
Value chain intensity	$MTCO_2e$ / Millions $USD revenue	302
Customer greenhouse gas (GHG) allocation intensity[29]	$MTCO_2e$ / Millions $USD revenue	245
Fleet program		
Total leased vehicles	#	7,514
Battery electric vehicles (BEV)	#	16
Energy		
Total energy use†	MWh	2,549,319
Renewable electricity†	MWh	258,848
On-site generation†	MWh	10,760
PPA/supply contract†	MWh	131,029
Environmental attribute certificates[30]†	MWh	117,059
Non-renewable energy†	MWh	2,290,471
Fossil fuels (gas, oil, diesel, gasoline)†	MWh	1,356,937
Municipal steam + hot water†	MWh	18,845
Electricity†	MWh	914,689

Environment continued

Description	Unit	2021
Energy intensity	MWh / Million $USD revenue	65
Renewable electricity (% of total electricity)	%	22
Renewable energy (% of total energy)	%	10
Water		
Water withdrawal	Million cubic meters (m^3)	5.1
Water withdrawal intensity	m^3 / Million $USD revenue	130
Waste		
Nonhazardous waste	Metric tons	80,087
Reuse	Metric tons	13,023
Compost	Metric tons	771
Recycling	Metric tons	32,178
Offsite wastewater treatment	Metric tons	1,216
Incinerations with and without waste to energy	Metric tons	13,304
Landfill	Metric tons	19,595
Nonhazardous waste intensity	Metric tons / Million $USD revenue	2.0
Reuse/recycling/compost as a percentage of nonhazardous waste	%	57
Waste-to-landfill diversion rate	%	76
Certified-zero-waste facilities[31]	#	24
Hazardous and biohazardous waste	Metric tons	27,679
Reuse	Metric tons	2,904

*This indicator or set of indicators is being included in this report for the first time.
†This metric has gone through a limited assurance process.

Environment continued

Description	Unit	2021
Recycle	Metric tons	154
Offsite wastewater treatment	Metric tons	18
Incinerations with and without waste to energy	Metric tons	24,136
Landfill	Metric tons	467

25. Each greener product category consists of multiple products within a product line—all of which share the same environmentally beneficial feature(s). To help make labs more environmentally sustainable, we have designed these products to minimize the use of hazardous chemicals, minimize waste and material consumption, and/or increase energy efficiency.
26. Environmental data in this table covers all worldwide operations, including manufacturing facilities, warehouses, offices, commercial fleets and consolidated subsidiaries, but excluding joint ventures. The scope of environmental data presented in this report includes operations that we control. Where energy data is not available, estimations based on regional energy intensity factors are used. Where water and waste data is not available, estimations based on existing data is used.
27. Spend-based analysis is currently unable to separate upstream and downstream transportation and distribution. Figures presented in upstream transportation and distribution represent both upstream and downstream emissions.
28. Emissions associated with end-of-life treatment and sold products is relevant. The methodology used to determine the emissions for this category is in progress.
29. Value includes Scope 1, 2 and Scope 3 (categories 1, 2, 3, 4, 5, 6, 7 and 8). Emissions from other categories are already captured in the customer's Scope 1, 2 and downstream Scope 3 and therefore not included.
30. Environmental attribute certificates retired include unbundled Green-e certified Renewable Energy Certifications and EECS AIB Guarantees of Origin to match electricity usage in the US, Canada and Europe, respectively.
31. Zero waste is defined as the diversion of at least 90% of nonhazardous waste from landfill and incineration to energy. Sites are certified by a third party.

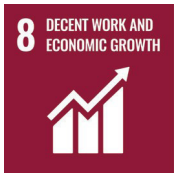
*This indicator or set of indicators is being included in this report for the first time.
†This metric has gone through a limited assurance process.

Appendices

Appendix 1 – UN Sustainable Development Goals

At Thermo Fisher, we support the **UN 2030 Agenda**. The following table is not intended to be an exhaustive list of our contributions to the Sustainable Development Goals (SDGs), but rather provides highlights for some of the goals where we have identified a strong strategic alignment.

Sustainable Development Goals	Strategic alignment	2021 featured contributions
 Ensure healthy lives and promote well-being for all at all ages.	Our Mission is to enable our customers to make the world healthier, cleaner and safer. Our products and services are designed to contribute to the health and well-being of humanity and benefit society globally. We see particular alignment with target 3b, which supports the research and development of vaccines and medicines and provides access to affordable essential medicines and vaccines.	– Thermo Fisher is committed to accelerating the discovery of solutions that can deliver more equitable health outcomes for society. In 2021, we were among the launch partners for the Bespoke Gene Therapy Consortium. Together with the National Institutes of Health, US Food and Drug Administration (FDA), and industry and nonprofit partners, we are advancing the development of gene therapies to help **fill the unmet medical needs of patients with rare diseases**. While a single rare disease affects small numbers of people, rare diseases collectively affect an estimated 300 million people globally. – Our Company is uniquely positioned to play a role in advancing **global health equity**. Joining forces with customers and communities, we leverage our capabilities to help remove obstacles to healthcare in line with our Mission and our commitment to serving science and society. With harmonized and equitable pricing, we have supported over 100 low- and middle-income countries and global health partners that otherwise lacked access to affordable diagnostic testing at scale. – During the second major COVID-19 wave in India, we took several actions to support the local response to an **unprecedented health crisis**. This included partnering with UNICEF and the Government of India to scale in-country capacity. We installed 97 Thermo Scientific™ KingFisher™ Flex instruments for nucleic acid, protein and cell purification, and our facility in Bengaluru ramped up production of a COVID-19 test specifically for India. Through our Foundation for Science, we also provided $10 million in philanthropic and in-kind product support. Additional information on our Global Health Equity efforts is available on pages 37 and 38 of this report.
 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	We are helping to ignite the spark that will inspire the next generation of innovators. As an industry leader, we are committed to helping young people discover science, ensuring continued interest in science, technology, engineering and mathematics (STEM) subjects for future generations	– Our signature STEM education programs connect students and colleagues through hands-on and team-based activities that highlight our technologies, foster curiosity in STEM careers and demonstrate how our Company influences the world. To amplify our STEM impact, we continue to invest in and leverage our Foundation for Science, **supporting groups that are underrepresented in STEM fields**. As the world leader in serving science, one of our greatest opportunities is to help build a life sciences sector that more fully represents our diverse society. – Our STEM partners help us deliver on our commitment to **inspire a new generation of innovators** through top-tier STEM programming that spans a range of models, from mobile learning to innovation labs. These efforts not only support students, but also provide our colleagues with rewarding volunteer opportunities. Our flagship partners include the Boys & Girls Clubs of America (BGCA) and the China Youth Development Foundation (CYDF). Additional information about our efforts in advancing STEM education is available on pages 33 through 35 of this report.

Sustainable Development Goals	Strategic alignment	2021 featured contributions
 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	We provide fulfilling careers across the globe, ensuring equity and opportunity for those historically underrepresented in the STEM industry specifically or the workforce generally. Our collaborative and inclusive culture helps our colleagues connect and grow as one global team.	– Across our global footprint, we take a localized approach to **economic development and job creation**. In 2021, Thermo Fisher was awarded a $192.5 million contract by the US Department of Defense. For this project, our Company is **co-investing with the US government** to build a new, state-of-the-art, energy-efficient manufacturing facility in a community in North Carolina. It will create hundreds of manufacturing, entry-level and management jobs in the region and, over time, has the potential for future expansion across a variety of high-demand product lines. – Our Code of Business Conduct and Ethics and Global Equal Employment Opportunity and Human Rights Policy are examples of the several policies that reinforce treating our colleagues with the **dignity and respect** they deserve. This commitment to fair and safe work experiences also extends to our suppliers—through our Supplier Code of Conduct—where we set expectations for them to operate with integrity and to embed good practices and responsible policies, including combating modern slavery and human trafficking. – We understand that some of the brightest minds are just at the beginning of their careers, which is why we invest in **meaningful early talent attraction and acquisition programs** and create working opportunities for students who will become the next generation of scientists, engineers, functional business leaders and general managers. Each year, we hire over 500 colleagues in the early stages of their careers for our best-in-class programs, which include dynamic opportunities for high school and collegiate internships, co-op programs, apprenticeships, leadership development programs in nine functional areas and various full-time roles. Additional information about our talent and diversity and inclusion (D&I) practices is available on pages 22 through 28 of this report.

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
	One of the pillars of our growth strategy is high-impact innovation through which we deliver groundbreaking technologies. The depth of our capabilities and our Practical Process Improvement (PPI) Business System enable us to advance product, infrastructure and process sustainability. Through our reach, we support the capacity building of local researchers to further advance scientific discovery and effectively foster local industry.	– During 2021, we invested $1.4 billion in R&D across our businesses to **deliver new technologies** that are helping our customers advance their important work. For example:
		  – In our mass spectrometry business, we extended the impact of our industry-leading Thermo Scientific™ Orbitrap™ platform to bring high-resolution analysis to a range of applications, including toxicology and metabolomics.
		  – In our electron microscopy business, we introduced the Thermo Scientific™ Helios 5 EXL Wafer DualBeam Scanning Electron Microscope to support the development of increasingly smaller and more complex semiconductors.
		  – In our bioproduction business, we expanded our line of Thermo Scientific™ HyPerforma™ DynaDrive™ Single-Use Bioreactors to support efficient single-use bioprocessing, from pilot scale all the way to commercial production.
		  – In our genetic sciences business, we introduced our new Applied Biosystems™ QuantStudio™ 7 Pro DX Real-Time PCR System, which enables clinical testing laboratories to advance molecular diagnostics.
		– In 2021, we announced collaborations with (1) Mayo Clinic to accelerate the development and adoption of more precise and **personalized diagnostics for blood-based cancers**; (2) University of California, San Francisco, to increase innovation in cell and gene therapy; and (3) University of California, Davis, on metabolomics research to advance precision medicine. These are just a few of our customer collaborations that are redefining what it means for industry, academic and healthcare businesses to work together to benefit patients.
		– In 2021, we provided **in-person training and 24/7 remote support** to the Honduras public laboratory network to ensure their labs remained operational while empowering their technicians to perform and transfer knowledge independently. As a result, over 200,000 tests were performed.
		Additional information about this engagement is available on page 38 of this report.

Sustainable Development Goals	Strategic alignment	2021 featured contributions
 Reduced inequalities within and among countries.	Our business policies and practices reflect equality and advance equity for our stakeholders. We promote diversity and inclusion by creating conditions that drive favorable economic and social outcomes for groups traditionally underrepresented within our industry and across our value chain.	– Our five-year D&I strategic plan has served as a roadmap and guided our progress since 2017. We have strengthened our culture of inclusion and enhanced our approach to further embed diversity as an essential aspect of fulfilling our Mission. From 2017, we **increased US representation of women and racially and ethnically diverse colleagues**. – We are proud to sponsor nine global Business Resource Groups (BRGs) that represent diverse affinities within our Company. Our BRGs play a critical role in **building a culture that encourages and embraces differences**. By fostering inclusion and belonging, building allyship, and supporting career growth of colleagues, our BRGs collaborate with our D&I team to deliver on our business objectives and strategic imperatives. Members of our Company leadership team serve as executive sponsors for BRGs to build allyship and understanding while maximizing the success and impact of these groups. – Within our communities, we continue our efforts to **advance racial equity and social justice**. In 2021, we committed $25 million in impact investment with minority-serving financial institutions that focus on Black communities and businesses. Supporting institutions that provide a bridge to empowering the historically disenfranchised, these investments are part of the Company's broader commitment to addressing inequalities and strengthening communities through our business practices. Additional information about our efforts in advancing inclusion and reducing inequalities is available on pages 22 through 24 of this report.
 Take urgent action to combat climate change and its impacts.	We recognize the inextricable link between a healthy planet and healthy people. As the world leader in serving science, we support the urgent call from scientists around the world to address climate change. We are focused on protecting the planet, starting with reducing our carbon footprint. As a responsible business partner, we help our customers advance climate science and reduce the environmental impact of their own labs and operations.	– In 2021, we announced our goal to become **net-zero across our value chain by 2050** and joined the Business Ambition for 1.5°C campaign led by the Science Based Targets initiative, aligning our goals with the Paris Agreement. This goal expands on our existing 2030 target to reduce Scope 1 and 2 emissions by 30% compared to 2018. – We established a near-term reduction target for our indirect Scope 3 emissions. We will engage suppliers representing 90% of our Scope 3 emissions from (1) Purchased Goods and Services and (2) Upstream Transportation and Distribution in setting climate-related, science-based targets by 2027. – In 2021, we achieved a **12% reduction in absolute Scope 1 and Scope 2 emissions** compared to our 2018 baseline and a 1% reduction compared to the prior year. – We completed energy assessments at our largest manufacturing facilities that represent 40% of our Scope 1 and Scope 2 footprint. – Procuring renewable electricity is important to our near-term strategy to reduce our greenhouse gas (GHG) emissions. We achieved a new record in 2021 with **22% of global electricity coming from renewable sources, a 69% increase over the prior year**. Additional information about our efforts to combat climate change is available on pages 40 and 41 of this report.

Appendix 2 – Global Reporting Initiative (GRI) Index

General disclosures		
GRI Standard	**Disclosure**	**Response/Reference**
GRI 102: General disclosures 2016	**Organizational profile**	
	102-1 Name of the organization	Thermo Fisher Scientific Inc.
	102-2 Activities, brands, products, and services	2021 Form 10-K – Business, pages 3 through 11 2021 CSR Report – Our Company, page 5
	102-3 Location of headquarters	168 Third Avenue, Waltham, Massachusetts, 02451, USA
	102-4 Location of operations	2021 CSR Report – Operations, pages 19 and 20
	102-5 Ownership and legal form	Thermo Fisher is a publicly traded Company. 2021 Form 10-K – Cover page
	102-6 Markets served	2021 Annual Report – Revenue profile, page 3 2021 Form 10-K – Sales and marketing, page 11 – Notes to Consolidated Financial Statements, Note 1, page 55 and Note 4, pages 66 and 67
	102-7 Scale of the organization	2021 CSR Report – Our Company, page 5 – CSR Data summary, pages 48 through 50 2021 Form 10-K – Notes to Consolidated Financial Statements, Note 3, page 62
	102-8 Information on employees and other workers	2021 Form 10-K – Human capital – page 14 – Colleagues, pages 22 and 23 2021 CSR Report – Operations, pages 19 and 20 – Data summary table, page 49
	102-9 Supply chain	2021 CSR Report – Operations, pages 19 and 20 Global Procurement Global Supply Chain
	102-10 Significant changes to the organization and its supply chain	2021 Form 10-K – Notes to Consolidated Financial Statements, Note 2, page 62
	102-11 Precautionary principle or approach	EHS Policy EHS Management System Environment Performance and Disclosure Sustainable Product Design 2021 CSR Report – Environment, pages 39 and 40 2022 Proxy Statement – Environment, pages 35 and 36
	102-12 External initiatives	Bespoke Gene Therapy Consortium, Boys & Girls Clubs of America, Business Ambition for 1.5°C campaign, CDP, China Youth Development Foundation, Energize, Manufacture 2030, Mobile BioClass, Responsible Minerals Initiative (RMI), Science Based Targets initiative, Seeding Labs, United Nations Global Compact

General disclosures		
GRI Standard	Disclosure	Response/Reference
	102-13 Membership of associations	Alliance for Regenerative Medicine, American Central European Business Association, American Clinical Laboratory Association, BIOCOM, Boston College Center for Corporate Citizenship, Business Council for International Understanding, Business Europe, Business Roundtable, Government Relations Roundtable, Health Industry Distributors Association, Institute of Clean Air Companies, Mass High Tech Council, MassBioTechnology, Med Tech Europe, Medical Device Manufacturing Association, National Association for Business PAC, National Association of Manufacturers, National Association of Medicine Climate Action Collaborative, Personalized Medicine Coalition, The Business Council, United Medical Research, US China Business Council, US India Strategic Partnership Inc., Waltham West Suburban Chamber of Commerce Foundation, World Economic Forum
	Strategy	
	102-14 Statement from senior decision-maker	2021 CSR Report – Letter from our CEO, page 4
	Ethics & integrity	
	102-16 Values, principles, standards, and norms of behavior	2021 CSR Report – Operations, pages 14 and 15 Corporate Governance Guidelines Our Values Code of Business Conduct and Ethics Ethics Compliance Program and Antibribery Supplier Code of Conduct 2022 Proxy Statement
	Governance	
	102-18 Governance structure	2022 Proxy Statement Corporate By-laws Corporate Governance Guidelines Governance Documents 2020 CSR Report – CSR Approach and governance, page 7 2021 CSR Report – Our CSR commitment, page 9 2021 Form 10-K – Risk factors, operational risks, page 21
	Stakeholder engagement	
	102-40 List of stakeholder groups	Communities, customers, colleagues, governments, investors, NGOs, regulators, suppliers
	102-41 Collective bargaining agreements	Thermo Fisher Scientific respects colleagues' freedom to organize in labor unions and bargain collectively in accordance with applicable law.
	102-42 Identifying and selecting stakeholders	Materiality & Stakeholder Engagement

General disclosures		
GRI Standard	**Disclosure**	**Response/Reference**
	102-43 Approach to stakeholder engagement	Materiality & Stakeholder Engagement
	102-44 Key topics and concerns raised	Materiality & Stakeholder Engagement
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	2021 Form 10-K – Notes to Consolidated Financial Statements, Note 1, Principles of Consolidation, page 55 – Exhibit 21, Subsidiaries of the Registrant, page 136
	102-46 Defining report content and topic boundaries	Materiality & Stakeholder Engagement
	102-47 List of material topics	Materiality & Stakeholder Engagement 2021 CSR Report – Appendix 5, Material topics definitions, page 65
	102-48 Restatements of information	2021 CSR Report – Endnotes, pages 45 and 46
	102-49 Changes in reporting	2021 CSR Report – About this report, page 3
	102-50 Reporting period	January 1, 2021 – December 31, 2021
	102-51 Date of most recent report	2020
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	responsibility@thermofisher.com
	102-54 Claims of reporting in accordance with the GRI Standards	This report has not been prepared in accordance with the GRI Standards; however, we have used the GRI Standards to inform this report.
	102-55 GRI content index	2021 CSR Report – Appendix 2, GRI index, pages 56 through 61
	102-56 External assurance	2021 CSR Report – About this report, page 3
200 - Economic		
GRI 103: Management approach 2016	**Innovation**	
		2021 Form 10-K – Risk factors, business risks, pages 18 and 19 2021 CSR Report – Our Company, page 5 – Appendix 1, UN Sustainable Development Goals, pages 53 through 55 – Appendix 5, Material topics definitions, page 65 2021 Annual Report – Commitment to high-impact innovation, pages 3 and 4 2022 Proxy Statement – 2021 Performance, page 3

General disclosures		
GRI Standard	**Disclosure**	**Response/Reference**
300 - Environmental		
GRI 103: Management approach 2016	**Energy**	
	We have mapped this topic to our material issue of climate change.	2021 CSR Report – Environment, pages 40 and 41 – Data summary table, page 51 – Appendix 5, Material topics definitions, page 65 EHS Policy EHS Management System Environment Performance and Disclosure
	Emissions	
	We have mapped this topic to our material issue of climate change.	2021 CSR Report – Environment, pages 40 and 41 – Appendix 5, Material topics definitions, page 65 EHS Policy EHS Management System Environment Performance and Disclosure
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	2021 CSR Report – Data summary table, page 50
	305-2 Energy indirect (Scope 2) GHG emissions	2021 CSR Report – Data summary table, page 50
	305-3 Other indirect (Scope 3) GHG emissions	2021 CSR Report – Data summary table, pages 50 and 51
	305-4 GHG emissions intensity	2021 CSR Report – Data summary table, page 51
400 - Social		
GRI 103: Management approach 2016	**Training & education**	
	We have mapped this topic to our material issue of talent management.	2021 Form 10-K – Human Capital, Talent Development, pages 14 and 15 2021 CSR Report – Colleagues, pages 28 through 30 – Appendix 5, Material topics definitions, page 65 Colleagues
GRI 404: Training & education 2016	404-2 Programs for upgrading colleague skills and transition assistance programs	2021 Form 10-K – Human Capital, Talent Development, pages 14 and 15 2021 CSR Report – Colleagues, pages 28 through 30

Topic	Accounting metric	Reference
Business ethics	HC-MS-510a.1 Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Omission
	HC-MS-510a.2 Description of code of ethics governing interactions with health care professionals	Governance and Ethics – Ethics, Compliance, and Responsible Sales & Marketing Practices Thermo Fisher Code of Business Conduct and Ethics

Table 2. Activity metrics

Activity metric	Code	Response/Reference
Number of units sold by product category	HC-MS-000.A	Omission

General disclosures		
GRI Standard	**Disclosure**	**Response/Reference**
GRI 103: Management approach 2016	**Diversity & equal opportunity**	
	We have mapped this topic to our material issue of diversity and inclusion	2021 Form 10-K – Human capital, Diversity and inclusion, pages 14 and 15 2021 CSR Report – Colleagues, pages 21 through 24 – Appendix 5, Material topics definitions, page 65 – Data summary table, pages 49 and 50 Colleagues
GRI 405: Diversity & equal opportunity 2016	405-1 Diversity of governance bodies and colleagues	2021 CSR Report – Colleagues, page 23 – Data summary table, pages 48 through 50 2022 Proxy Statement – Board snapshot, page 3
	405-2 Ratio of basic salary and remuneration of women to men	Gender pay gap is disclosed only for United Kingdom and France, fulfilling statutory reporting requirements. 2021 UK Gender Pay Gap Report 2021 Frances Gender Pay Gap Report
GRI 103: Management approach 2016	**Local communities**	
	We have mapped this topic to our material issue of community development.	2021 CSR Report – Communities, pages 32 through 38 Communities STEM Education Our Giving The Just Project Volunteer Impact 2022 Proxy Statement – Communities, pages 34 and 35

General disclosures		
GRI Standard	**Disclosure**	**Response/Reference**
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	2021 CSR Report – Communities, pages 32 through 38 2022 Proxy Statement – Communities, pages 34 and 35 Communities STEM Education Our Giving The Just Project Volunteer Impact
GRI 103: Management approach 2016	**Customer health & safety**	
	We have mapped this topic to our material issue of product safety and quality	2021 CSR Report – Operations, Management systems, page 16 Quality Management Quality Policy Operations 2022 Proxy Statement – Sustainability, Operations, page 3 ISO Certifications

Appendix 3 – SASB Index - Medical equipment & supplies

Table 1. Sustainability disclosure topics & accounting metrics

Topic	Accounting metric	Reference
Affordability & pricing	HC-MS-240a.1 Ratio of weighted average rate of net price increases (for all products) to the annual increase in the US Consumer Price Index	Omission
	HC-MS-240a.2 Description of how price information for each product is disclosed to customers or to their agents	Omission
Product safety	HC-MS-250a.1 Number of recalls issued, total units recalled	2021 CSR Report – Data summary, Operations, pages 48 and 49
	HC-MS-250a.2 List of products in the FDA's MedWatch Safety Alerts for Human Medical Products database	2021 CSR Report – Data summary, Operations, pages 48 and 49
	HC-MS-250a.3 Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	Omission
	HC-MS-250a.4 Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Omission

Topic	Accounting metric	Reference
Ethical marketing	HC-MS-270a.1 Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	2021 CSR Report – Data summary, Operations, pages 48 and 49
	HC-MS-270a.2 Description of code of ethics governing promotion of off-label use of products	Governance and Ethics – Ethics, Compliance, and Responsible Sales & Marketing Practices
Product design & lifecycle management	HC-MS-410a.1 Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Environment, Health & Safety (Hazard identification and risk management) Responsible Products and Services 2021 CSR Report – Environment, pages 42 and 43 Sustainable Product Design
	HC-MS-410a.2 Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	Product End of Life
Supply chain management	HC-MS-430a.1 Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	2021 CSR Report – Operations, Management systems page 16
	HC-MS-430a.2 Description of efforts to maintain traceability within the distribution chain	Global Supply Chain (Responsible sourcing and modern slavery act) Thermo Fisher Scientific Conflict Minerals Statement 2021 CSR Report – Operations, Responsible sourcing, pages 19 and 20 Thermo Fisher is a member of the RMI. The RMI uses an independent third-party assessment (Responsible Minerals Assurance Process - RMAP) of smelter/refiner management systems and sourcing practices to validate conformance. The RMAP standards were developed to meet the requirements of the OECD Due Diligence Guidance and the US Dodd Frank Wall Street Reform and Consumer Protection Act (Conflict Minerals). The assessments help Thermo Fisher make informed decisions about responsibly sourced minerals in our supply chain.
	HC-MS-430a.3 Description of the management of risks associated with the use of critical materials	Resilient Supply 2021 Form 10-K – Resources, page 12 – Operational Risks, pages 20 and 21
Business ethics	HC-MS-510a.1 Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Omission
	HC-MS-510a.2 Description of code of ethics governing interactions with health care professionals	Governance and Ethics – Ethics, Compliance, and Responsible Sales & Marketing Practices Thermo Fisher Code of Business Conduct and Ethics

Table 2. Activity metrics

Activity metric	Code	Response/Reference
Number of units sold by product category	HC-MS-000.A	Omission

Appendix 4 – TCFD Index

This index references the Task Force on Climate-Related Financial Disclosures (TCFD) Framework where disclosures may align with other publicly available information.

Topic	Recommended disclosure	Response
Governance	Describe the board's oversight of climate-related risks and opportunities.	The Nominating and Corporate Governance Committee (the Committee) of the Board of Directors oversees the Company's environmental, social and governance efforts and associated risks, including those related to climate. In addition to regular reports, in 2021, the Committee engaged in a session dedicated to Thermo Fisher's carbon reduction strategy and key initiatives.
	Describe management's role in assessing and managing risks and opportunities.	In 2021, we made significant strategic investments in staffing, reevaluating and resourcing our climate program to support the accelerated design and implementation of our net-zero roadmap. We also expanded our governance model around climate to enable decision making that purposefully accelerates our climate strategy. Tiered steering committees are embedded within the organization and ladder up to the Company leadership team. Together with our Chairman, President and Chief Executive Officer, top executives with climate, operations and finance expertise review our plans, risks and results on a quarterly basis.
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Our risk management process has identified short-term risks and impacts: acute physical, increased severity and frequency of extreme weather events contributing increased capital expenditures; chronic, physical changes in precipitation patterns and extreme variability in weather patterns contributing to increased risks to operations. Climate-related risks and opportunities have influenced the Company's strategy and financial planning. Thermo Fisher has made significant foundational investments in infrastructure, organizational structure, systems and human capital—key levers for accelerating the design and systematic implementation of our developing net-zero roadmap. We established a long-term financing plan to enable a strategic mix of legitimate emissions reduction actions that will deliver positive impact at scale. In 2021, we made significant investments in staffing, reevaluating and resourcing our climate program. In 2022, our priority is to develop climate scenario analysis processes to help the business understand the potential impact of physical and transitional risks across low-, medium- and high-case scenarios based on Representative Concentration Pathways shared by the Intergovernmental Panel on Climate Change. Risk types that will be considered include current and emerging regulation, technology, legal, market risk and opportunities, reputation risk and opportunities, acute physical risk, and chronic physical risk. Climate change risks and opportunities will continue to inform the Company's strategy with regard to product and services, supply and value chain, and operations, and will continue to be incorporated into the Company's financial planning from a direct cost, capital expenditures and capital allocation standpoint.
Topic	**Recommended disclosure**	**Response**
Strategy	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate scenario analysis will inform the resilience of our current climate strategy and help identify areas for further strengthening based on different climate-related scenarios. Thermo Fisher's short- and long-term strategies are linked to our emissions reduction targets, which are aligned with the well-below 2°C pathway. These targets align with two of the three pillars of our Company's growth strategy: developing high-impact products and enhancing our unique customer value proposition.

Risk management	Describe the organization's processes for identifying and assessing climate-related risks.	To inform the wider enterprise risk management process of any specific risks and opportunities posed by climate change and/or the transition to a low-carbon economy, we review insurance reports outlining flooding, wildfires and extreme weather risks for all Company sites. To manage identified risks, site-specific mitigation plans are developed. In 2021, Thermo Fisher spent $1.8 million related to these plans. In 2022, our priority is to develop climate scenario analysis processes to help us understand the potential impact of physical and transitional risks across low-, medium- and high-case scenarios based on Representative Concentration Pathways shared by the Intergovernmental Panel on Climate Change.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	
	Describe the organization's processes for managing climate-related risks.	Climate science is clear. Urgent action is needed to avoid the worst impacts of climate change, which Thermo Fisher has prioritized as core to our Mission and integral to our business and sustainability strategies. In 2021, we increased our climate ambition by committing to **net-zero emissions across our value chain by 2050** and joining the Business Ambition for 1.5°C campaign led by the Science Based Targets initiative, aligning our goals with the Paris Agreement. This net-zero target builds on our near-term climate goals. We are actively developing our operational roadmap to a net-zero value chain to manage climate-related risks. Key components of our plan include a transition from fossil fuels to renewable electricity, supplier engagement program and sustainable product design program to enable our customers to achieve their goals and drive innovation. As our roadmap evolves, we continue to frame our approach toward a broader range of emissions sources such as our fleet, waste generation, transportation and business travel. With insights in these areas, our colleagues and other stakeholders are critical partners in helping us achieve our goals.
Metrics & targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	The Company has established the following metrics to measure and track the progress of our climate program: – Direct and indirect emissions – GHG emission intensity and allocation to customers – Generation and procurement of renewable electricity – Supplier engagement and performance with our EcoVadis and CDP supplier programs – Suppliers committing to and setting science-based targets – Number of greener products available to customers – Number of products with environmental labeling
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	We report on our GHG emissions and progress towards near- and long-term targets in line with the GHG Protocol guidance for defining and calculating GHG footprint, which can be found in the Data summary table on pages 50 through 52 of this report.
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	The Company currently has two near-term and one long-term climate target: – By 2030, reduce Scope 1 and Scope 2 emissions by 30% from 2018 baseline – By 2027, 90% of suppliers, by spend, will set science-based targets – By 2050, achieve net-zero emissions

Appendix 5 – Material issue definitions

The table below presents how we define our priority, material issues.

In this report and other communications and statements, when we use the terms "material," "materiality" and similar terms, we are using such terms to refer to topics that reflect Thermo Fisher's significant economic, environmental and social impacts or to refer to topics that are important to stakeholders and our business success. We are not using these terms as they have been defined by or construed in accordance with the securities laws or any other laws of the US or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting, and nothing in this report or other sustainability reports, communications and statements should be construed to indicate otherwise.

Operations	
Innovation	Promoting innovation within the workforce and offering new services/products with high added value for customers to enable them to make the world healthier, cleaner and safer.
Product safety & quality	Ensuring that products are safe for consumers and manufactured in a way that meets appropriate quality and safety assurance standards and applicable regulations.
Colleagues	
D&I	Efforts to ensure Company workforce reflects the diversity (in gender, age, etc.) in the countries of operation.
Talent management	Providing opportunities to promote professional growth and learning among new and existing colleagues, matching colleague skills with the needs of the business and allowing for promotion within the Company and/or advancement externally in order to remain an employer of choice and retain key talent.
Communities	
Community development	Programs aimed at building long-lasting local relationships and improving economic and social circumstances at the local level in territories where the Company is operating/sourcing materials.
Environment	
Climate change	Reducing emissions that contribute to the greenhouse effect and other harmful environmental impacts. Improving energy efficiency and use of renewable energy sources in our own operations and supply chain. Efforts to develop strategies to mitigate climate change across the Company's value chain.

Appendix 6 – Additional resources

For further information on Thermo Fisher's sustainability efforts, please see our CSR webpage and the following resources.

Corporate policies	Corporate reports
Political Contributions Policy	2021 Annual Report
2020 Political Contributions Report	2021 Form 10-K
Corporate Bylaws	2022 Proxy Statement
Corporate Governance Guidelines	2021 UK Gender Pay Gap Report
Code of Business Conduct and Ethics	2021 France Gender Pay Gap Report
UK Tax Policy	
Supplier Code of Conduct	
Global Equal Employment Opportunity and Human Rights Policy	
Conflict Minerals Statement	
Modern Slavery Act Statement	
Environmental, Health and Safety Policy	
Quality Policy	
	Environmental impact
	2020 CDP Climate Change Questionnaire*
	2020 CDP Water Security Questionnaire*

*We are providing questionnaires from 2020 because, at the time of this report's publication, the 2021 CDP reporting cycle was still open.

Learn more at **thermofisher.com/csr**
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