

matography • ion chromatography • gas chromatography • elemental analysis • life sciences mass spectrometry • instrument diagnostics • healthcare market channel • laboratory equipment services • water analysis instruments • clinical trials service • cell culture media • The world leader in serving science • gas chromatography • elemental analysis instruments • environmental testing • microbiology • transplant diagnostics • healthcare market channel • laboratory equipment services • drug products • rapid molecular products • liquid chromatography • ion chromatography instruments • portable field safety instruments • asthma and autoimmunity testing • microbiology • transplant diagnostics • genetic sequencing • single-use bioprocess products • liquid mass spectrometry • materials and minerals instruments • portable field safety instruments • environmental plastics • laboratory services • research and safety market channel • drug substance services • drug product servicing • inorganic mass spectrometry • materials and minerals instruments • portable field safety analysis • clinical diagnostics • laboratory chemicals • research and safety market channel • PCR technology • capillary electrophoresis sequencing • spectrometry • inorganic mass spectrometry • materials and minerals instruments • portable field safety analysis • clinical laboratory chemicals reagents • real-time PCR technology • capillary electrophoresis sequencing • microarray technology • clinical

OPERATIONS COLLEAGUES COMMUNITIES ENVIRONMENT

Corporate Social Responsibility
2019 Executive Summary



What Guides Us

Reflecting our commitment to society, our stakeholders and to environmental, social and governance issues, we focus our Corporate Social Responsibility (CSR) approach in four key pillars that are aligned with our business model, strategy and values. Our pillars of **Operations, Colleagues, Communities** and **Environment** enable us to create value by providing high-quality products for our customers, creating a great place to work for our colleagues, delivering returns for our shareholders, making a difference in our communities and reducing our impact on the environment. Together, our investments in technology, products and people help to ensure sustainable growth and create a positive impact on the world. *For more information on our strategy and approach to each of these pillars, refer to the comprehensive section of the report starting on page 18.*

GLOBAL REPORTING INITIATIVE (GRI)

We considered the Global Reporting Initiative (GRI) Sustainability Reporting Standards in the development of our report. [Our GRI index detailing the relevant disclosures can be found at www.thermofisher.com/csr.](http://www.thermofisher.com/csr)

UN GLOBAL COMPACT

The United Nations (UN) Global Compact is a voluntary leadership platform for the development, implementation and disclosure of responsible business practices. As a member, Thermo Fisher Scientific is committed to aligning our strategy, culture and operations with **Ten Principles** on human rights, labor, environment and anti-corruption.

CEO Letter



Marc N. Casper
President and CEO

Thermo Fisher Scientific is the world leader in serving science, and with that position comes a great sense of responsibility to the global community. We realize we have the ability to make a significant positive impact on society in many different ways.

Our Mission is to enable our customers to make the world healthier, cleaner and safer, and the COVID-19 pandemic is a powerful reminder of its importance. We are at the heart of the global response in protecting people from the virus, advancing research, providing diagnostic tests, and developing therapies and vaccines. Our Mission inspires our more than 75,000 colleagues around the world to do their best every day – for our customers and society.

As our world becomes more complex and interconnected, it becomes increasingly important to have a holistic approach to operating our business. All of our stakeholders – customers, colleagues, communities and shareholders– want to be associated with a company that not only delivers outstanding performance, but does so responsibly to create long-term value. In 2019, we joined the United Nations Global Compact to demonstrate our commitment to upholding their guiding principles around business sustainability.

Operating with integrity and acting responsibly is not only the right thing to do, but also makes us a better partner for our customers. We provide innovative solutions that help them meet their sustainability goals while we work to reduce our own environmental impact. For example, through our Practical Process Improvement (PPI) Business System, we’re focused on increasing efficiency and optimizing the resources we use at our facilities. We continue to invest in energy-reduction projects and technologies and, in 2019, set a target to reduce our greenhouse gas emissions 30% by the year 2030.

Living our 4i Values of Integrity, Intensity, Innovation and Involvement not only allows us to build a customer-centric culture but also creates an environment where our colleagues can do their best work. In 2019, our Employee Involvement Survey showed that our top strengths as a company include safety, respect for differences, alignment on priorities and that our colleagues understand their contribution to our success. We once again achieved perfect scores on the Corporate Equality and Disability Equality indices, highlighting our commitment to creating one global team that can benefit from the unique experiences and abilities of all colleagues.

We recognize that as a science and technology leader, it is critical to support our communities where we operate across the globe. Through our STEM education programs we strive to inspire the next generation of innovators, ensuring the important work performed by our customers can continue into the next decade. In 2019, our programs connected over 178,000 students around the world to science and our colleagues volunteered over 115,000 hours of their time supporting a variety of causes important to local communities.

The stories in this report highlight just a few of our contributions from the past year. I feel honored to lead a global team that is passionate about fulfilling our Mission and taking responsibility for making the world a better place.

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About Us

Thermo Fisher Scientific is the world leaders in serving science. Through our products and services, we offer our customers an unmatched combination of innovative technologies, purchasing convenience and comprehensive support.



Operations



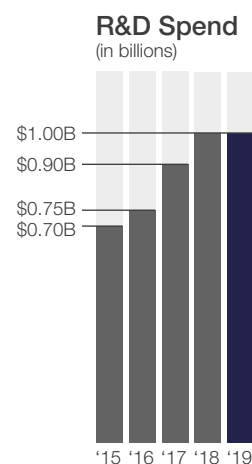
NYSE
TMO

Annual revenue exceeding
\$25 billion

Global team of more than
75,000 colleagues

Our Mission

Everything we do starts with our Mission: to enable our customers to make the world healthier, cleaner and safer. The nature of our business is to enable growth and innovation within the global scientific community and to help researchers, organizations and companies solve some of the world's most pressing issues. We do that by providing cutting-edge technologies and services that are the result of our significant investment in research and development. We believe creating a better tomorrow starts with action we take today, and we continually strive toward improvement and excellence for the benefit of our customers, our colleagues and the world.



INNOVATING FOR A BETTER TOMORROW

Great strides have been made over the last two decades in cancer research thanks in part to technology such as next-generation sequencing (NGS). The amount of genomic data generated as a result of faster and more robust NGS platforms has helped lead to a better understanding of cancer, and this information is advancing the development of therapies that are helping to prolong the lives of many cancer survivors.

Despite these advances, the vast majority of patients are not yet benefiting from them because the technology that can help match them more quickly to potentially more effective therapies is generally not yet available in community hospitals, where most patients are diagnosed and treated.

Thermo Fisher took a major step toward providing increased access to genomic testing through the introduction of the Ion Torrent Genexus System in 2019. The NGS platform is the first system of its kind that is able to generate a comprehensive genomic profile in a single day. It is also designed with an automated, simple-to-use workflow that virtually any properly-certified hospital lab can adopt, and can return a comprehensive genomic report using minimal amounts of sample.

“Today we have taken an important next step toward redefining the way cancer patients can be tested in the future. We envision a time when patients at local hospitals will have access to timely, comprehensive genomic test results that can guide better targeted therapy selection and improve health outcomes as the standard of care.”

Mark Stevenson,
Chief Operating Officer

ENGAGING COLLEAGUES ON COMPLIANCE

In 2019, Thermo Fisher initiated a companywide campaign to shine a spotlight on the importance of compliance and ethics during Compliance and Ethics Week in November. We used a variety of channels to deliver daily communications to all colleagues on topics such as global trade, anti-bribery, healthcare, environmental health and safety (EHS) and data privacy. These communications often included surveys and interactive games to increase colleague engagement.

Throughout the organization, our EHS professionals utilized the compliance week platform for focused activities that highlighted the importance of EHS compliance within our operations. Engagement events varied across regions but included leadership communications and safety walks, hazard identification competitions, information booths, daily safety activities, and the sharing of inspirational colleagues' safety stories. The events were all designed to focus attention on the importance of creating a culture of safety in the workplace.

COVID-19 RESPONSE

The global coronavirus (COVID-19) outbreak is a powerful reminder of the importance of our Mission to enable our customers to make the world healthier, cleaner and safer. To learn more about how we enable our customers to respond to this pandemic, as well as how we are maintaining our operations through our robust business ramp-up and continuity plans, please see our COVID-19 website, available [here](#). We are committed to ensuring the safety of our colleagues, customers and communities.

FOCUS ON QUALITY

Having a strong quality culture is vital to Thermo Fisher Scientific's long-term success. Our customers rely on our products and services to consistently meet their expectations – we need to get them right the first time. And regulatory authorities require us to operate at the highest ethical standards and meet or exceed all requirements in the countries where we operate. In 2019, we launched a new companywide [Quality Policy](#). The new policy outlines our commitment to our customers and regulators as well as our commitment to continuous improvement.

“I want our colleagues to remember that there is a customer or patient at the end of what we do every day and that their success or their health depends upon the work that we do. If we can manage to have everyone thinking that way, every day, every minute, everywhere, the customer and the people that they serve will benefit.”

– Peter Shearstone,
Vice President of Global Quality
Assurance & Regulatory Affairs

Colleagues



Our colleagues are critical to fulfilling our Mission. We strive to create a collaborative culture while embracing diverse backgrounds to help our colleagues reach their full potential as one global team.

Diversity and Inclusion

At Thermo Fisher Scientific, diversity and inclusion (D&I) is engrained within our culture – it's not just something we do, it's who we are. Our D&I initiatives enable our colleagues to openly share the wide range of perspectives they represent, creating an environment where differences are truly valued, authenticity is a state-of-being and everyone feels like they belong and can do their best work.

BUSINESS AND EMPLOYEE RESOURCE GROUPS

As part of a diverse and inclusive workplace, Thermo Fisher promotes Business and Employee Resource Groups (B/ERGs), which bring together colleagues with a shared life experience and/or area of interest. Our B/ERGs are employee-led groups that serve as a resource for colleagues. Our B/ERGs help develop our employees through learning and mentorship, community outreach events, fostering the sharing of diverse experiences and perspectives that inspire innovative thinking.

In 2019, we introduced two new ERGs supporting Asian heritage and working parents and our first BRG supporting data science innovation. These new B/ERGs are in addition to our seven existing ERGs representing colleagues of African and Latino Hispanic heritage, millennials, women, veterans, colleagues with differing abilities, and colleagues in the LGBTQA community.

“Diversity and inclusion is more than something we do – at Thermo Fisher, it's who we are and unrelentingly aspire to be. Our ERGs are committed to bringing diverse voices into our global conversations. We leverage inclusion to foster these knowledge intersections so we can deliver the most innovative solutions to our customers.”

– Jennifer Farmer,
Vice President,
Global Diversity & Inclusion

TAPPING INTO STRENGTHS THROUGH NEURODIVERSITY

Thermo Fisher recognizes that diversity comes in many dimensions. As part of our commitment to create a more equitable workforce, we piloted a Neurodiversity Hiring Initiative in 2019. Partnering with the Arc of San Diego, which serves local people with disabilities, and Neurodiversity in the Workplace, a hiring initiative launched five years ago by The Arc of Philadelphia, we hosted a two-week interview for eight data science candidates. They received professional development training and demonstrated their capabilities during a team-based technical project and presentation, rather than a traditional interview format, which may have obscured those capabilities. We hired six of the candidates, and their impact has been significant. One colleague received recognition from our CEO for his data science insights that informed product management teams on top opportunities for developing and commercializing new services.



Recognizing Unconscious Bias

During the 2019 India annual leadership and commercial meeting, we provided D&I training to the 900 attendees, including recognizing unconscious bias. Professional skits illustrated how quickly and easily bias can be developed. Colleagues were then engaged in exercises highlighting common workplace situations in India and the alternatives for responding in ways that foster inclusivity.

“We realized that the first step in building a more diverse and inclusive workplace is recognizing and consciously working around any bias we may have. The change required for a truly inclusive culture comes from within each one of us.”

– Puneet Rajput,
Human Resources, India



Recognition

Best Place to Work for LGBTQ Equality - Perfect score of 100 on Corporate Equality Index for 4th consecutive year
Human Rights Campaign

Best Place to Work for People with Differing Abilities - Perfect score of 100 on Disability Equality Index for 2nd consecutive year
Disability: IN

Top Ten Innovations in Diversity – Neurodiversity Hiring Program
Diversity Journal

Best of Best Companies to Work for in Biotech
Black EOE Journal

Best Company for Women and Millennial Women
Women's Choice Award

Best Places to Work for Dads
Fatherly

Culture

COLLABORATION

Our Practical Process Improvement (PPI) Business System helps us create a culture of continuous improvement and strengthen our position as the world leader in serving science. In an example of best practice sharing and leveraging PPI to find a better way, every day, colleagues from our site in San Jose, Calif., visited our facility in Hillsboro, Ore., to gain insight into their cleanroom procedures.

Cleanrooms in the United States are categorized by federal standards based on the number and size of particles permitted per volume of air, with a specific set of requirements assigned to each classification. Our Hillsboro facility is an ISO 6 - Class 1000, which requires a strict dress code for access. After following appropriate gowning procedures, the visiting team was shown various aspects of the cleanroom, including a digital visual management board, air monitoring devices, clearly marked areas for safety, and tools organized for point-of-use for each technician. Notes were taken on special cleanroom paper as regular paper can degrade and cause potential airborne particulates.

As a follow-up to the visit, the team will be conducting a review at their manufacturing sites in San Jose and Bremen, Germany, to determine what improvements they can make to create an ISO 7 environment for production of the core elements of their instruments.



Talent

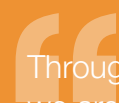
At Thermo Fisher, we want all colleagues to achieve their full potential and career aspirations. We are committed to the development of our diverse, global workforce, enhancing colleague skills and knowledge to achieve current and future business objectives.

HARNESSING TECHNOLOGY FOR TRAINING

In 2019, our pharmaceutical development and manufacturing facility in Greenville, N.C., implemented a virtual reality (VR) new hire training program to prepare operators for working in sterile environments. Due to the technical nature of these roles, the facility had experienced challenges related to training that called for a more robust onboarding process. The 17-day training program consists of 32 modules, including four VR experiences through which operators practice setting up equipment for different manufacturing processes in a sterile environment. Since the training program's opening in early 2019, nine cohorts of new hires, totaling 52 colleagues, have graduated from the program. In addition, over 200 veteran operators have received refresher training. To date, there have been zero defects due to human-related factors for all colleagues who completed the program.



In 2020, the site plans to grow the training program by adding additional VR modules and piloting augmented reality (AR) applications.



Through this significant investment in training we are changing the operating and quality culture of the site. We are seeing significant benefits for our colleagues, customers and ultimately patients who rely on the medicines we manufacturer here."

– Dr. Amie Fulcher,
Senior Manager of Training & Development



DEVELOPING LEADERSHIP

In 2019 a fourth cohort graduated from Thermo Fisher's General Manager (GM) Development program, bringing the total number of graduates to 71. This intense, year-long leadership development journey is designed to accelerate the success of early entry GMs and critical pipeline leaders ready to move into a GM role. The program focuses training around three key areas: talent management, strategy development and execution, and financial and commercial acumen. Each training module is sponsored by a member of our senior leadership team, and many of them, including CEO Marc Casper, conduct individual lessons within the module. The training program also consists of a leadership assessment, coaching and mentoring, and in-person and virtual learning sessions throughout the year.

This year saw a redesign of the strategic talent leadership module to reflect Thermo Fisher's internal talent leadership and development processes. This change also provided opportunity for additional executive support in these areas.

The vitality of the program is evaluated on internal career movement, either lateral or vertical, within two years after completing the program. In 2019, more than two-thirds of our graduates have moved onto the next step in their career.

"The GM Development course helped me to strengthen my ability to make strategic decisions by enabling me to analyze the pros and cons of different alternative scenarios. I feel more confident selecting the best course of action for topics critical to the business."

– Francisco Chávez,
Vice President and General Manager of
Asia-Pacific and Emerging Markets

Communities



Leveraging our global footprint, we support and engage with our local communities throughout the world.

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 component of our community engagement strategy. Through our internally developed signature STEM education programs, we inspire students by connecting them to our colleagues through hands-on activities while providing access to equipment to safely conduct their experiments.

SUPPORTING CAREER READINESS

In 2019, we added the Career Connections program to our signature STEM education portfolio. Through activities such as job simulations, skills assessments, career awareness, résumé building and facility tours, we provide students with concrete tools to leverage their STEM classroom skills into future careers. Career Connections is the fourth Thermo Fisher signature STEM education program, supplementing our existing programs: Innovation Nation, STEM Design Challenge and STEM-credible Kits. For more information on all four signature STEM programs, visit www.thermofisher.com/csr and pages 34-35 of our comprehensive Corporate Social Responsibility report.

RECOGNITION FOR OUR CONTRIBUTIONS TO STEM EDUCATION

In 2019, Thermo Fisher colleagues in the greater Boston area donated approximately 1,000 volunteer hours through STEM education outreach activities. As a result, we were recognized by both the United Way of Massachusetts Bay and Merrimack Valley and non-profit partner, MassBioEd.



Corporate STEM Leader of the Year awarded by the United Way of Massachusetts Bay and Merrimack Valley



Champion for Biotechnology Education awarded by MassBioEd



Our STEM Education Outreach Programming: 2019 Snapshot

178,000+

Students benefited from our STEM programs

8,500+

Educators impacted through our STEM programs

830+

STEM events

3700+

Participating Thermo Fisher colleagues

24

Participating countries

Challenging Gender Norms on Girls' Day and Boys' Day

In 2019, our site in Langenselbold, Germany, hosted students ages 12-14 as part of Girls' Day and Boys' Day. This annual event held by companies throughout Germany provides children with the opportunity to learn about professions that have historically been dominated by the opposite gender. During their visit, the students learned about the different products manufactured at the site and how customers use them to advance their work, as well as the basics of metal work and electronics manufacturing. The experience ended with a tour of the site's production facilities. Through this interaction with Thermo Fisher colleagues, the students gained valuable insight into the vast career opportunities available to all genders within the biotech community.



Impacting our Local Communities

Through volunteerism and charitable giving, our colleagues make a difference in their local communities. With a network of over 120 Community Action Councils (CACs) across the globe, our employees have collectively donated over 115,000 volunteer hours to their local communities both through organized group activities and individual efforts.



In 2019, we expanded our Charitable Giving Program to support colleague donations year-round and during our annual United Way Campaign across 28 countries. This expansion also allowed us to provide more opportunity for colleagues to participate in and organize disaster relief campaigns that may affect their immediate community or communities abroad.

Through our Employee Matching Gift program, we help colleagues make an even bigger impact by matching their contribution to eligible charities by 50%.

120+

Community Action Councils worldwide

115,000+

Volunteer hours donated to the community

\$1.8M

Employee & matching gift donations

2,000+

Non-profit organizations supported through donations

A Stand-Out in the Community

In 2019, our site in Frederick, Md., received the Corporate Business Service Award from the state governor in recognition of its contribution to the community. The site mobilized half of its 500+ workforce to provide over 6,000 volunteer hours to a variety of local charities. Much of the team's community engagement has focused on promoting STEM education in the local community, including longstanding partnerships with both the Boys & Girls Club of America and Frederick County Public Schools.



“

Thermo Fisher's support of the Frederick County Public School Science and Engineering Fair has had a significant impact in the number of students participating year after year. Their contribution as judges has increased the motivation in our students to achieve their best since they know that professional scientists and engineers are viewing their work. This has led to an increase in the number of students moving on to the International Science Fair.”

– Colleen Beall, Frederick County Public Schools Secondary Science Specialist

PROVIDING ACCESS TO CLEAN WATER

According to the U.S. Water Alliance, more than two million Americans lack access to running water, indoor plumbing or wastewater services. In 2019, we established the Nalgene Water Fund to support communities across the U.S. struggling with access to clean water by partnering with grassroots non-profits to raise funds and awareness. Through the sale of our limited-edition water bottles, \$5.00 from each bottle was donated to the fund along with additional monies generated by our non-profit partners. Funds generated through this ongoing campaign will be directed to the U.S. Water Alliance to distribute to communities in need.

\$34K+ donated to the fund

IN-KIND SUPPORT

In 2019, we partnered with the Advanced Math and Science Academy, a Marlborough, Mass., charter school for students in grades 6-12, to enhance their curriculum with the donation of a Thermo Scientific™ Phenom™ ProX desktop scanning electron microscope (SEM). The addition of this sophisticated instrument will take the immersive learning approach at the school to a deeper level by allowing students to explore cell structure and interactions in far greater detail than was previously possible.

\$3.3M total in-kind donations

“

Our goal is to foster excitement and passion about science. This electron microscope will help expand students' curiosity about the world around them and help broaden their knowledge to prepare them for a future career in science.”

– Dr. Scott Joray, AMSA Science Department Chair

“

We know that access to clean water is vital to the future well-being of our local communities and the environment, and we know that many areas across the country currently lack an adequate supply of clean water. We feel passionately that as a brand rooted in sustainability and hydration, Nalgene was uniquely positioned to take a stand and make an impact on the issue of domestic communities struggling with access to clean water.”

– Elissa McGee, General Manager, Nalgene™ Consumer Products



Reaching One Million Meals

This past year at our largest meal packing event to date, colleagues across India came together to pack 300,000 meals at Thermo Fisher India's Annual Leadership Meeting in Hyderabad. This event brought the total number of meals packed with the organization Rise Against Hunger to one million since the start of our partnership in 2015. Since then, more than 5,000 colleagues have packed meals across 20 different cities in four countries, providing nourishment for over 10,600 people.



Community Engagement Across the Globe

Milwaukee, Wisc., U.S.A.

Over 40 colleagues volunteered with the Ronald McDonald House Charities over a three-month period. During this time, they served hot meals and donated no-sew blankets made by employees to families facing medical crises.



Rockford, Ill., U.S.A.

2019 marked the third year for over 90 colleagues to coach and judge teams as part of the Illinois Science Olympiad, providing feedback and inspiration for 230 students from 28 schools on their journey to becoming state champions.



Tijuana, Mexico

Our site adopted Rudi Park, located in a neighborhood where many of our colleagues live, to host a "green-up" event, removing trash and debris from the park and painting park benches and waste receptacles.



Basingstoke, U.K.

50 colleagues travelled to Portsmouth, U.K. to participate in the Big Spring Beach Clean. The volunteers surveyed over two kilometers of coastline, collecting over 30 kilograms of litter and recording what was found. This information was collated and sent to the Marine Conservation Society to help strengthen their position to drive policy change and stop litter from reaching the sea.



Portage, Mich., U.S.A.

As part of Global STEM Day, colleagues engaged with 22 high school students to discuss food allergies, the pre-analytical process, and the impact of allergy testing a diagnostic tool which is part of the team's product line. Colleagues also helped the students construct their very own ImmunoCAP allergy-testing models for demonstration.



Buenos Aires, Brazil

Our colleagues showed a group of local students the importance of giving back when they invited them on site to paint and assemble toys that were then donated to local children in need.

Bleiswijk, Netherlands

For the 10th anniversary of our Bleiswijk site, our colleagues hosted an event including a tour and feedback session with students to showcase products that are packed and shipped from the location. The activity included an experiment where guests extracted RNA from paprika using our own Invitrogen™ Dynabeads™.



Ferentino, Italy

Colleagues supported 14 children's homes that house orphan children or those displaced due to domestic abuse. Throughout December they responded to more than 180 Christmas letters and helped spread holiday cheer by decorating Christmas trees and leaving gifts from the wish lists at each home.



Seoul, South Korea

Our colleagues put together three science experiences featuring different Thermo Fisher technologies for 72 students. Topics included "Science Light Your Spectrum," focused on the technology behind our spectroscopy instrumentation; "Science Inside Out," which explored microscopy; and "Science Investigation," where students went through the process involved in a forensic DNA investigation.



Environment



We believe we have a responsibility to actively reduce our environmental impact while continually seeking new ways to facilitate and accelerate discovery for our customers.

New Greenhouse Gas Goal

In 2019 Thermo Fisher announced a new greenhouse gas reduction target of 30% (over 2018 levels) by the year 2030. This new target aligns Thermo Fisher’s goal with the United Nations Paris Climate Agreement, which aims to limit worldwide average temperatures to below a 2°C increase in order to avoid the worst effects of climate change and global warming.



Our Progress

GREENHOUSE GAS EMISSIONS ¹	WATER USAGE ¹	TONS OF WASTE DIVERTED FROM LANDFILL ²	SITES WORKING TOWARD ZERO WASTE (OVER 90% WASTE DIVERSION RATE)
▼ 2.8%	▲ 3%	4,300+	26
2019	2019	2019 (38% diversion rate)	(100% increase from 2018)
▼ 10%	▼ 9%	3,200+	
2018	2018	2018 (39% diversion rate)	

¹ Data normalized by annual revenue

² U.S. data only

GRASSROOTS TO A GREENER WORLD

Through our culture of continuous improvement, it’s often our colleagues who identify areas to reduce waste as part of our commitment to combat climate change. Here are just a few examples of our colleagues in action during 2019:

- A “Your Waste Matters” campaign in Gul Circle, Singapore, where colleagues brought in an expert on recycling to address various waste streams
- Use of reusable mugs at our site in Waltham, Mass., U.S.A. to replace all single-use coffee cups
- Installation of a living green roof at our site in Bnro, Czech Republic

“Having the support from our site leadership was crucial to our success. It was a challenging process to shift all electricity usage to green sources but extremely rewarding. I couldn’t be prouder of what the team has accomplished in driving down our CO₂ emissions.”

– Wolfgang Steinberg,
Supply Chain Planner, Thermo Fisher Scientific



100% Renewable Energy

Over the past three years the “Green Team” at our site in Karlsruhe, Germany, worked with site leadership to procure energy from renewable sources to provide 100% of the site’s energy usage. This was accomplished through a robust evaluation that led to a change in energy procurement practices and required an extensive assessment of the site’s future energy needs, evaluation of energy sources and negotiation with the electricity utility provider.

Following the successful pilot at the Karlsruhe site, the framework and best practices were shared countrywide to encourage other sites to migrate to 100% renewable energy over the first half of 2020.

Innovation for Greener Products

Supporting our Mission of enabling our customers to make the world healthier, cleaner and safer, we are always looking for opportunities to design our products with environmental sustainability in mind. Here are a few of our new product options introduced in 2019, allowing customers to reduce their own environmental footprint.

51

Greener Product Categories*

150+

ENERGY STAR certified products (have energy star logo available)

* 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 compared to similar products in the marketplace.



REDUCING WASTE

Thermo Fisher's new SmartPlate format media plates, used in many molecular biology applications, were introduced in North America in 2019 and use 10% less plastic resin while offering additional user features such as a smaller footprint in the refrigerator and incubator, and better design for stacking and transporting the plates. Additionally, the new plates are sourced just 50 miles from our manufacturing facility in Lenexa, Kansas, which lowers the overall transportation carbon footprint. We estimate these two product changes will reduce resin use by 126 tons and gasoline consumption by 47,000 gallons annually. As an added benefit, when ordering, customers can calculate the impact these plates will have on their own greenhouse gas emissions.



REDUCING ENERGY

In 2019, we introduced the first available room temperature stable cell culture media line, Gibco™ BenchStable™ Cell Culture Media. This media line of products provides our cell culture customers increased flexibility for their workflow, allowing media to be stored closely to their work area rather than in a refrigerator. By freeing up energy-consuming refrigerator space, it also offers an environmental benefit. BenchStable is manufactured in our standard media packaging which is made up of two of the most highly recycled plastics, ensuring the lowest environmental impact available on the market.



REDUCING HAZARDS

Triton™ X-100 Detergent is commonly used in laboratories for sample preparation to increase accuracy during analysis. Many of our sample prep products currently contain this detergent, which is considered an environmental hazard by certain European regulators (REACH) and will be banned from manufacturing use in Europe in 2021. Our colleagues have proactively developed a new product to replace Triton X-100 Detergent in our products, reducing our customers' hazardous waste streams.



REDUCING LANDFILL WASTE FOR OUR CUSTOMERS

- At our Vilnius, Lithuania, site, a cross-functional team used our PPI Business System to evaluate waste generated from paper boxes used in the warehouse. Working with the supplier, they replaced the secondary packaging made of single-use cardboard with a foldable plastic box. The plastic box can be reused multiple times and requires no modifications to be made within the warehouse operations. Making this change reduced the site's paper waste by 700 kilograms annually, saving \$2,000 in costs.
- Colleagues at our site in Heysham, U.K., identified an opportunity to reduce waste for both our internal operations and for our customers. The project replaced the foam-peanut void filler used in packaging shipments with a cardboard weave filler. The cardboard used to create the new filler product comes from incoming packaging and transforms it in a perforated weave, flexible enough to pack around fragile materials while providing appropriate cushion and support.
- In 2019, we transitioned our shipment packaging for our clinical service customers from cardboard boxes to reusable coolers in more than 50 countries around the world. These coolers not only eliminate waste for our customers but provide a temperature-controlled environment during transit that lasts twice as long as typical "wet ice" shipping solutions, extending the validation period.

PRINTING LOCAL TO REDUCE GLOBAL EMISSIONS

In 2019 we conducted a pilot to migrate marketing and print materials from bulk printing and distribution to local on-demand printing. By migrating the printing of our 2018 annual Corporate Social Responsibility report to this method we reduced our delivery distance for our printed report by 80 percent. We will continue to look for similar opportunities to make printing and distribution more efficient.



2019 Comprehensive Report

We opened our 2019 Corporate Social Responsibility report with selected highlights from the past year and an introduction to our Mission, to enable our customers to make the world healthier, cleaner and safer.

We now invite you to read more detail regarding our commitment to corporate social responsibility, and our approach to supporting our four pillars of focus; Operations, Colleagues, Communities and the Environment.

GLOBAL REPORTING INITIATIVE (GRI)

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Operations

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



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Colleagues

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



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Communities

Making a difference worldwide with an emphasis on promoting STEM education



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Environment

Innovating to serve our customers while actively minimizing our own global footprint



Operations

Integrity is an integral part of all aspects of our business. We take 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 where we operate. And we do so with rigor around governance and ethics; supply chain transparency; environmental, health and safety (EHS) regulations; and quality management. We also leverage our Practical Process Improvement (PPI) Business System – our operational discipline. PPI is a key element within all of our business operations and engages our [colleagues](#) to continuously improve productivity, the quality of our products and services, and ultimately, to build customer allegiance.



Governance & Ethics



Corporate Governance

We have long believed that good corporate governance is important to ensure that Thermo Fisher is managed for the long-term benefit of our shareholders and other stakeholders. The company's success requires a robust corporate governance framework, highlights of which include:

- Board refreshment, with a focus on building diversity of background and skills
- Proxy access by shareholders
- Annual director elections
- Majority voting policy in uncontested elections, with mandatory resignation policy
- Board committee oversight of risks associated with corporate responsibility and sustainability efforts
- Shareholder right to act by written consent
- Active and robust engagement with shareholders on topics such as our business and financial performance, governance and executive compensation programs, and environmental and social matters

For details related to our Corporate Bylaws, Code of Business Conduct and Ethics, Corporate Governance Guidelines, Board of Directors and Board Committees, please visit our [Investor Relations page](#) or review our [most recent Proxy Statement](#). Thermo Fisher's commitment to integrity related to employment opportunities is detailed [here](#).

Public policy engagement and executive compensation

For policies on our public policy engagement and political participation, as well as ESG-related elements in executive compensation, please refer to our latest [proxy statement](#) on the [SEC filings website](#).

UK Tax Policy

Thermo Fisher, in accordance with our [Code of Business Conduct and Ethics](#), publishes its tax strategy to adhere to UK legislative requirements. [Thermo Fisher UK Tax Policy](#)



Ethics & Compliance

At Thermo Fisher, everything we do begins with our [Mission](#) - to enable our customers to make the world healthier, cleaner and safer. Compliance is core at Thermo Fisher to helping us achieve that Mission.

ETHICS

We require the highest standards of business ethics and integrity on the part of all colleagues and their compliance 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 very broad range of topics, including, but not limited to, policies related to conflicts of interest, gift giving, honest and ethical fair dealing, insider trading, export control awareness, health and safety, privacy matters, sexual harassment, etc.

We must also comply with the U.S. Foreign Corrupt Practices Act, the UK Bribery Act 2010 and all applicable anti-corruption laws, both domestically and internationally. We maintain the Thermo Fisher Anti-Bribery Compliance Policy, which provides a framework for promoting effective compliance with these laws and regulations by relevant Thermo Fisher business organizations and third-party intermediaries. Among other processes, the Policy requires systematic and rigorous due diligence on all third-party intermediaries and bans facilitation payments. In addition, our Legal and Internal Audit departments work to ensure that this Policy is followed by providing continual training, auditing, monitoring and, when necessary, internal investigation and remediation.

COMPLIANCE

Thermo Fisher's sales and marketing activities are guided by clear principles that underscore our commitment to operating ethically:

- Our sales practices, product descriptions and marketing practices must always be fair, accurate and consistent with product labeling.
- Promotional claims must be based on valid scientific evidence and provide accurate, objective and complete information about the product.

Annual review, certification and training on our Code of Business Conduct and Ethics

- All directors, officers and employees of the Company are responsible for reviewing this Code and certifying annually that they have reviewed and are in compliance with it
- All employees receive annual training on specific Code elements to ensure they have complete understanding of our ethics and compliance expectations



- We must never promote our products for uses that have not been approved by the appropriate regulatory authority, if approval is required.
- We believe in and practice fair trade by not prohibiting our customers or suppliers from dealing with any of our competitors as a condition of obtaining products and services from us
- We do not enter into tying arrangements where a customer is required to purchase one product in order to receive a second distinct product (however, sometimes we do offer a package price for bundled products or services which can also be purchased separately).

The promotion of medical devices and diagnostic products is subject to strict regulation around the world, including by the Food Drug & Cosmetic Act, Anti-Kickback Statute and the Physician Payments Sunshine Act (and similar international regulations). The Thermo Fisher Healthcare Code of Conduct was developed in accordance with the AdvaMed Code of Ethics on Interactions with Healthcare Professionals, which in turn is based on the Pharmaceutical Research and Manufacturers of America Code on Interactions with Healthcare Professionals, the MedTech Europe Code of Ethical Business Practice, and other similar guidance. These codes take into account the uniqueness of interactions between medical device manufacturers and healthcare professionals. Our healthcare compliance program consists of written policies and procedures that are overseen by compliance officers within each operating group, and our colleagues receive extensive training and education (live and web-based on at least an annual basis) on relevant topics to ensure their understanding with what is required both by the regulations and our Healthcare Code of Conduct.

REPORTING CONCERNS

The purpose of our compliance program is to prevent and detect violations of law or company policy. Employees are encouraged to report any issues to their Human Resources or Legal departments or via our Ethics Hotline. We have also adopted policies and procedures to address Healthcare Code violations that can lead to disciplinary action up to and including termination. As the U.S. Department of Health and Human Services, Office of Inspector General guidance recognizes, however, the implementation of such a program cannot guarantee the elimination of improper conduct. It is Thermo Fisher's expectation that all employees will adhere to our compliance policies as well as with all applicable laws and regulations.

BIOETHICS

As the world leader in serving science, we support the essential research being performed by our customers every day to enable them to make the world healthier, cleaner and safer. In support of those efforts we occasionally are asked about the use of animals and the use of stem cells in testing. For more information on our policies on animal testing and our position on the use of stem cells in research, refer our [Statement on the Use of Animal Testing & Stem Cell Position Statement](#).

Management Systems



Quality Management

QUALITY POLICY

We fulfill our [Mission](#) to enable our customers to make the world healthier, cleaner and safer by continuously improving the quality of our products and services and by ensuring global regulatory compliance.

- Quality for our customers means they can rely on our products and services to consistently meet their specifications and requirements.
- Quality for regulatory authorities means that we operate at the highest ethical standards and meet or exceed all applicable regulatory requirements.
- Quality for our colleagues means we take personal ownership to ensure our work meets customer requirements and is error-free from design through use.
- Quality for our company means we drive a continuous improvement culture that is enabled by Practical Process Improvement (PPI) and our company's Quality system.

QUALITY MANAGEMENT CERTIFICATIONS

Given the diversity of manufacturing at Thermo Fisher our sites hold different certifications. Over 80% of our sites hold either cGMP, ISO 9001, or ISO 13485 certifications. Some sites, where applicable, additionally hold ISO 17025 and ISO 14001 certifications. All sites maintain appropriate certifications and registrations required by the regulators of the markets in which we sell our products.

80%

CGMP, ISO 9001 &/OR
ISO 13485 Certified Sites

COMPETENCY AND TRAINING

We have an operational discipline through our Practical Process Improvement (PPI) Business System - since this is the first time it is mentioned in the comprehensive part of the report Business System. It enables us to drive profitable growth by continuously improving quality, productivity and our customers' experience. We empower every colleague to solve problems, large and small, for the organization, creating a culture of continuous improvement.

We also provide ongoing education and training programs on quality for our employees. Mandatory job-specific training is required at local sites to ensure high-quality performance, e.g. Policies, SOPs and work instructions are managed through a selection of e-training platforms. We are required to effectively demonstrate our training programs at audit in order to hold an ISO certification and to ensure compliance with regulators in our markets.



Environment, Health & Safety

EHS POLICY

Thermo Fisher is committed to protecting the environment, and the health and safety of our colleagues, customers and the communities where we operate. We hold ourselves responsible to the commitments made in our company-wide EHS Policy and we implement a variety of robust systems and programs to ensure we meet its intent and expectations. All employees and senior business leaders are responsible for ensuring we meet our EHS Policy expectations. For more information on Board oversight related to environmental issues, visit our Corporate Governance page.

EHS MANAGEMENT SYSTEM POLICY

We also have an EHS Management System (“EHS-MS”) Policy with additional requirements to help us meet the commitments of our EHS Policy. The EHS-MS Policy comprises of a set of systems-based management expectations and processes that all manufacturing, distribution, and laboratory entities are required to implement and follow. Our EHS-MS is based on the same tenets contained in a wide variety of existing and generally accepted EHS management system standards and practices (e.g., ISO 14001, OHSAS 18001, ISO 45001 and U.S. OSHA’s “Recommended Practices for Safety and Health Programs”), adapted and customized to integrate effectively into Thermo Fisher’s governance structure and operating philosophy.

The EHS-MS Policy contains six (6) key elements, each of which has multiple discrete requirements that must be met and maintained by individual operating entities and locations around the world.

- 1. Management support and leadership** – Requires a demonstrated management commitment to our EHS Policy, development of an effective EHS management culture at each location, establishment of relevant and measurable EHS related goals, development of a means to demonstrate goals are being achieved, and provision of adequate resources (and assigned roles and responsibilities) to implement an EHS-MS that achieves established goals and expectations.
- 2. Employee participation** – Requires employee participation in all phases of developing and implementing an effective EHS-MS and associated processes. This includes requirements for explicit employee involvement in (a) identifying EHS hazards and developing effective risk management strategies; (b) establishing and participating in safety committees and programs to assess, control and prevent EHS hazards; (c) developing and evaluating training programs; (d) conducting EHS-MS inspections and periodic compliance audits; and (e) taking appropriate corrective and preventive actions. It also requires that employees have quick and ready access to important EHS information, including EHS procedures/ work instructions, hazardous material inventories and Safety Data Sheets, exposure monitoring results, and injury and illness data and trends

(among others). Further, employees must be free to report EHS related concerns without fear of retaliation from management, supervisors and peers, and a variety of common barriers to employee participation must be actively addressed and removed (e.g., language, literacy, disabilities and discrimination).

- 3. Regulatory compliance** – Requires an active and effective program to ensure each operation identifies and remains compliant with all relevant and applicable EHS laws, regulations and corporate standards of practice as well as external codes of conduct the company has endorsed. This includes requirements and provisions for (a) identifying all relevant and applicable EHS related compliance requirements; (b) documenting and updating all such compliance expectations and required activities; and (c) establishing documented programs and functions needed to achieve and maintain full compliance, including the establishment of a comprehensive site wide EHS compliance calendar.
- 4. Hazard identification and risk management** – Requires each location to periodically identify, document and analyze routine and non-routine EHS hazards that could impact employees, contractors, temporary employees, or the environment (e.g., chemicals, biological materials and other workplace contaminants; electrical hazards; unguarded machinery; fire hazards; and loss of containment of hazardous materials). In addition, the risks associated with all identified hazards must be characterized, prioritized and ranked and adequate controls must be put in place to either eliminate or mitigate hazards. Such controls must be routinely verified to ensure they remain in-place and continue to be effective. Further, all locations must have an effective emergency response plan that is periodically tested, reviewed and updated.
- 5. Education and training** – Requires the periodic identification and documentation of EHS training needs, education requirements, and methods to determine the competency for all employees. In addition, each location must identify, develop and specify appropriate training, ensure that all required training is provided, and periodically evaluate its ongoing effectiveness.
- 6. System evaluation and improvement** – Requires each location to monitor and improve its entire EHS performance and implement measures that drive continuous improvement. This includes reviewing and verifying that the EHS-MS is operating as intended (and is achieving all company-wide commitments contained in our EHS Policy) as well as performing a complete management review of the system by top management. In addition, all locations must conduct their own internal audits of applicable EHS compliance requirements and programs at least annually and mitigate any identified non-conformities through a documented corrective and preventive action process.





CORPORATE EHS COMPLIANCE AUDIT PROGRAM

In addition to requiring all applicable locations to implement and periodically verify their conformance to our EHS-MS Policy, and to conduct internal EHS compliance audits, our Corporate EHS Compliance Audit Program (operating independently of individual business unit control) conducts periodic, objective and evidence-based evaluations of each location's EHS compliance status. Any observed deficiencies are documented and routinely reported to top management for action and response. We also invoke an independent corporate corrective and preventative action process to systematically drive closure of all outstanding EHS audit findings in a timely manner.

CERTIFICATIONS

Some sites, where applicable, hold ISO 14001 certifications. [Click here](#) for the list of sites with ISO Certifications.

In addition to our EHS program, Thermo Fisher is taking many other strides related to the environment and workplace safety:

- Environmental Performance & Disclosure
- Safe and healthy workplace

Global Procurement



Supplier Diversity

Part of being a responsible corporate citizen and business partner is promoting diversity not only within our operations but also among those with whom we conduct business. This is why we work with companies owned and operated by minorities, women, veterans, members of the lesbian, gay, bisexual, transgender and queer (LGBTQ) community, and people with disabilities to help them grow their businesses.

By continually increasing the diversity of our world-class supply chain, we benefit by obtaining the value of the innovative solutions and the fresh business perspective such firms have to offer. They in essence become our partners in maintaining our position as a leader in our industry, allowing us to ensure our customers' success.

Value received is only part of the story. Just as important, by working to expand the field of opportunity, we help create the conditions that stimulate economic growth in the communities where we, our customers, and our colleagues live and do business. We know that when this happens, everyone wins.

4300+

Suppliers owned by minorities, disabled, veterans, LBGTQ, and women

\$708M+

Spend towards small businesses



Responsible Sourcing

We are 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 sustainability and socially responsible business practices and policies. While recognizing differences in laws, customs and acceptable practices around the world, we believe shared values are the cornerstone of supplier relationships. Therefore, we expect suppliers and all supplier sub-contractors 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 to terminate a business relationship if it is determined that a supplier is in violation.

To build upon our supply chain due diligence processes, this year we implemented a supply chain risk management program to map, monitor, and lower our supply chain risk based on supplier performance, geographic exposure, and environmental practices. In addition, we use the globally recognized EcoVadis platform to assess and help drive improvements in our suppliers' health and safety, labor, and sustainability performance, and to monitor compliance with our Supplier Code of Conduct.

CONFLICT MINERALS

As part of this commitment, we adhere to the Conflict Minerals provision of the Dodd-Frank Act. Access to additional related documentation is below:

- [Conflict Minerals Statement](#)
- [SEC Conflict Minerals Final Rule](#)
- [Conflict Minerals SEC Filing](#)
- [OECD Guidance Edition 3](#)
- [Submit Comments](#)

HUMAN RIGHTS AND MODERN SLAVERY

Thermo Fisher is committed to ensuring that we conduct our global business with respect for human rights and in compliance with applicable laws and fair labor practices, as evidenced by the following policies;

- [Supplier Code of Conduct](#)
- [Modern Slavery Act Statement](#)



Colleagues

Having highly engaged colleagues is critical to fulfilling our **Mission** and achieving our vision. It is imperative that they have opportunities to learn, grow and influence our company culture. Through our Practical Process Improvement (PPI) Business System, we enable our colleagues to become problem-solvers and to implement change where they see opportunity or waste.

We do our best to create a positive, fair and safe working environment for our colleagues around the globe—one in which the backgrounds, lifestyles and ideas that make each of our employees unique are valued. This, in turn, leads to innovation and a better outcome for our customers and our business.

Not only do we strive to provide all of our colleagues with a voice, we also do our best to make sure everyone has access to the right resources, programs and internal company networks that will nurture their success. Our talent development and diversity and inclusion (D&I) initiatives help create a global workplace that encourages involvement, helping to ensure that we continue to attract those with cutting-edge thinking critical to fulfilling our Mission.



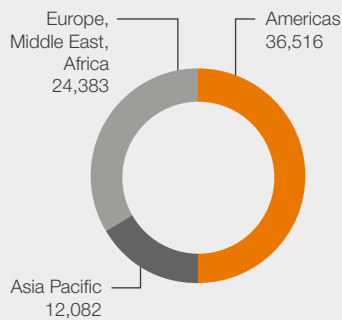


We believe our 75,000+ colleagues are our greatest asset. We are focused on attracting, developing, and retaining future and existing talent, including those from acquired organizations. We take a deliberate and thoughtful approach that seeks to honor the capabilities and legacy of the incoming business and carefully considers culture as a part of each unique integration process. We are proud of our growing team of colleagues around the world who enable our customers to make the world healthier, cleaner and safer.

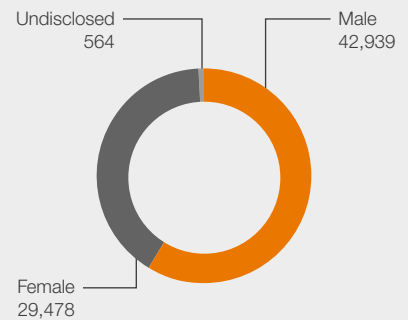
75,000+

Total employee population

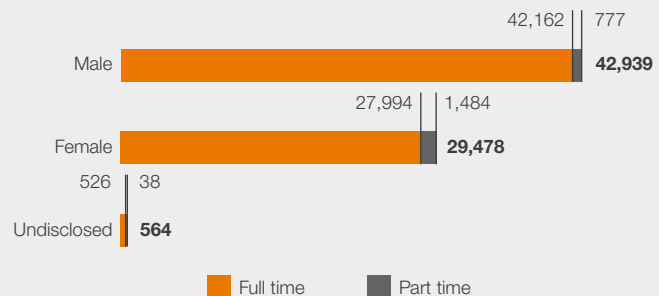
Colleague population by region



Colleague population by gender



Colleague population by employment type, by gender



Data does not reflect contract or temporary workforce.

Diversity and Inclusion



At Thermo Fisher, diversity and inclusion (D&I) is engrained within our culture. Through our D&I initiatives our colleagues are encouraged to openly share the wide range of perspectives they represent, creating an environment where differences are truly valued and everyone feels like they belong. Fostering this type of environment empowers our colleagues to make their best contributions and have fulfilling careers.

We are committed to creating a global environment that embraces our colleagues' unique qualities and differences. We have a long-term D&I strategy that will guide our efforts over the next five years. Thermo Fisher leadership, including our CEO, champions D&I and demonstrates active involvement. In 2018, we appointed a Vice President, Global Diversity & Inclusion to grow and implement our strategy across the company.

To measure our progress, we utilize our D&I Index, a core set of metrics we regularly assess during business reviews, enabling meaningful, data-driven decisions across the company. Our quarterly reviews assess our progress on representation, external hires, internal promotions, and voluntary and involuntary turnover. This ensures we consistently measure progress and continue to focus on colleague diversity. We understand that diverse thinking helps us innovate, understand the needs of our global customers – and make a more significant impact on society.

Diversity

We are committed to creating a work environment with a diverse range of perspectives. Our newly appointed Diversity Leader in Talent Acquisition helps us focus on building deeper relationships with select external diversity-focused organizations to recruit top talent from underrepresented ethnic groups (in the United States), such as African Americans and Hispanic-Latinos. We consider candidates from various career levels, including recent graduates, mid-level managers and senior executives.

In 2019, we piloted a talent acquisition initiative that directly connected our African Heritage ERG members with our diversity partners to help strengthen the awareness of career opportunities and attract potential candidates. Having a direct connection to our Human Resources team helps to ensure candidates who have been referred by African Heritage ERG members receive appropriate consideration for open positions. Lessons from the pilot are helping us create a sustainable long-term approach to diversity hiring.

In addition to attracting and hiring diverse talent, we support our colleagues' career development. In 2019, our Carlsbad, Calif., site hosted the Association of Women in Science – San Diego Chapter's Annual Summit. The summit brought together 150 women from across southern California, featured five senior leaders from Thermo Fisher, and was co-hosted by the Women's ERG. More broadly, the Women's ERG sponsored a partnership with Catalyst, an organization with a mission to accelerate progress for women through workplace inclusion. Through this partnership all colleagues gain access to pioneering research, practical tools, and proven solutions to advance women into leadership roles while creating a more inclusive workplace.

Our site in Illkirch, France won first prize in the 2019 "Win Win Challenge," a competition hosted by The Town and Eurometropole of Strasbourg. This award recognizes companies that actively support the promotion of women in the workplace. The Illkirch site was honored for increasing female representation on the European leadership team from 10% to 40% over the last three years, establishing a Women's ERG chapter to support and promote women in the business and providing opportunities for female leaders to share their experiences during Careers Week and International Women's Day.



Inclusion

At Thermo Fisher, we focus on creating a welcoming environment where all colleagues' voices are heard, and all colleagues can move our culture and innovation forward. Our Business and Employee Resource Groups (B/ERGs) help activate our diversity and inclusion strategy as they foster awareness of D&I and connect individuals with similar interests to improve the colleague experience and to support key initiatives. Our B/ERGs are vital to our effort to continuously reinforce that all colleagues are valued and can make a difference for our customers and for each other. Working across all of our global locations and in online communities, they help foster organizational culture, reinforce infrastructure and create personal accountability. Our B/ERGs support our organization in four key areas:

- **Recruiting and retaining** diverse talent
- **Career development** for our diverse talent population to help build long and fulfilling careers
- **Communications and education** to bring awareness to unconscious bias and improve company culture
- **Community involvement** with outreach through volunteerism and local partnerships

Each B/ERG is championed by an executive sponsor and key leaders throughout our company. Our sites are empowered to launch ERG chapters aligned to heritage and identity groups and BRG chapters aligned to business interests. We continue to launch new B/ERGs and chapters while evolving the impact these groups have on business outcomes.

COLLEAGUE AWARENESS

Our colleagues learn about and reinforce our commitment to D&I in their day-to-day work. In 2019, we piloted two D&I education programs within two of our largest business groups. The programs merge a dynamic multimedia platform with peer mentoring and facilitated discussions. Both pilots have encouraged more dialogue and storytelling among colleagues, ultimately helping them to bring their authentic selves to work and shifting the cultural dialogue. Based on the results of the pilot, we have expanded access to one of the D&I programs to all colleagues.

We leverage our B/ERGs to help educate colleagues about inclusion and diverse perspectives at both the local and global levels. Local B/ERG chapters drive engagement and inclusion while aligning with their global B/ERG leaders on key initiatives. Currently, our B/ERGs have helped support local colleagues during our response to the COVID-19 pandemic by fostering a sense of community and volunteering their operational skills to help support our Incident Response Teams.

10

Employee Resource Groups (ERGs)

155

Local ERG chapters

In support of World Mental Health Day in October 2019, Thermo Fisher's Global Benefits team and the PossAbilities ERG sponsored a global webinar to raise colleague awareness of the importance of our emotional, psychological and social wellbeing. Guest speakers highlighted the programs and resources Thermo Fisher provides for our colleagues and their families.

“Mental health can impact so much of our overall wellbeing and influence our performance at work and at home. At Thermo Fisher, we seek to increase our focus in this space by raising awareness of the programs that will enable our colleagues to lead healthier lives.”

– Tim Coughlin,
Vice President, Global Benefits



We actively foster a culture where all colleagues are comfortable bringing their whole selves to work. We do this by continuing to evaluate our policies and procedures to ensure our colleagues not only feel accepted coming to their place of work, but that they truly belong.

ACCESS FOR ALL GENDERS

We are committed to making the workplace comfortable and supportive for all colleagues. Thermo Fisher has developed new facility standards and guidelines to help our sites provide gender inclusive restrooms that are available to all of our colleagues and visitors, regardless of gender identity. These guidelines will help sites retrofit buildings to accommodate all-gender restrooms where permitted under state or country regulations. Thermo Fisher will also begin integrating all-gender restrooms in new-build facilities where permitted and appropriate.

REVERSE MENTORING

As part of our commitment to respecting and understanding different perspectives, our Millennials' ERG manages a Reverse Mentoring Program, operated globally in local chapters. This program enables Millennials to serve as mentors to those in older generations at Thermo Fisher to strengthen the connection and understanding across generations.



In support of our LGBTQ colleagues, in 2019 Thermo Fisher joined more than 200 other companies urging the United States Supreme Court to recognize that the Civil Rights Act prohibits discrimination based on sexual orientation and gender identity.

Culture



Our culture strengthens our business. We believe that a positive working environment is built on empowerment, trust, continuous improvement and inclusion. With our **Mission**, **Vision**, **4i values** and our PPI Business System as our operational foundation, we encourage our colleagues to help shape and cultivate our culture through participation in programs designed to elevate the colleague experience. Our focus and commitment is to create a culture where our colleagues are engaged and passionate about excelling; inspired to enable our customers make the world healthier, cleaner and safer; and committed to realizing our collective full potential.

We know that for employees to thrive, they must have meaningful work where they can learn and grow, be treated with respect and dignity, valued and recognized for their contributions, and feel connected to their colleagues and company. While we take great pride in our culture, we also recognize that there is always room for improvement, and we recognize the value of transparent communication. We measure the employee experience through our annual Employee Involvement Survey (EIS).

Each year, our EIS gives every colleague a voice and is used to influence our enterprise-level

goals, drive leader action plans and develop more opportunities for colleagues to grow and innovate. The survey is open to 100 percent of our workforce. It is mobile-enabled and designed to be universally accessible with 23 language offerings. The survey serves as a way to capture employee feedback and deliver comprehensive and insightful analytics to our leaders and managers in the following areas:

- Leadership: company leadership and effective management
- Inclusion: fostering a workplace where everyone is valued for their individual differences
- Involvement: colleague commitment to the company

The survey consists of 40 questions with five-point scales and comment fields available, and one open-ended question. Additionally, our colleagues are always encouraged to utilize Thermo Fisher's [24/7] Ethics Hotline if they need to provide feedback related to a violation.

Leadership Index	75
Inclusion Index	75
Involvement Index	73
Participation by female employees	22,193 (82%)
Participation by male employees	31,452 (81%)

“As I reflect on our many accomplishments, I know that none of it would be possible without the hard work and commitment of our teams and the diverse and inclusive culture that we’ve all taken part in shaping. Our culture is based on the desire to continuously improve, and that’s how we will sustain our company’s success for years to come.”

– Marc Casper,
President & CEO

For more information, including policies on Freedom of Association and Collective Bargaining Agreements, please refer to our [Equal Employment and Affirmative Action Policy](#).

Culture of Collaboration

COMMUNICATION WITH OUR COLLEAGUES

With more than 75,000 colleagues worldwide, ongoing, effective communications is critical to maintaining our position as the world leader in serving science. Our commitment to keeping our colleagues informed about our company, programs and initiatives not only ensures alignment on our goals in support of our long-term vision, it strengthens our culture and employee engagement. And by fostering dialog among our colleagues, we build trust, camaraderie and teamwork.

Whether highlighting the many ways we fulfill our Mission and impact society, providing updates on our performance or recognizing our colleagues, our CEO Marc Casper leads by example by providing regular updates about our company through direct messaging, town hall events and site visits. Our business, functional and site leaders each have a role in communicating information that's relevant to our colleagues at a local level, while our people leaders maintain ongoing dialog with their direct reports through team and one-on-one meetings. Our intranet, iConnect, allows for company-wide communication. And all colleagues can personally share news and information, initiate conversations and ask questions through our internal social collaboration channel.

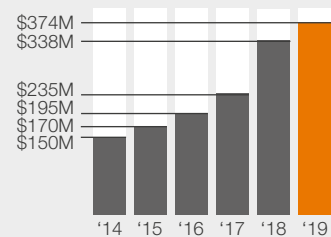
In 2019, we launched the Colleague Service Center (CSC) in the U.S. and Canada to provide our colleagues one central location for all Human Resources-related information and support. Through the CSC, colleagues can easily access information, complete tasks and receive support related to their work experience at Thermo Fisher. The platform will be expanded to all our global sites in 2020.

FOCUS ON CONTINUOUS IMPROVEMENT

At Thermo Fisher, we work together to continuously exceed our customers' expectations. We have developed a PPI Business System that supports the way we think about our work and serves as the foundation of our operational discipline. It enables us to drive profitable growth by continuously improving **quality**, productivity and our customers' experience. This model empowers our colleagues to become problem-solvers and to implement change where they see opportunity or waste.

With COVID-19 highlighting the importance of our Mission and heightening the need for our colleagues to feel connected, no matter where in the world they are working, our CEO town halls are now done virtually and made available to our global workforce.

PPI Productivity Savings





CULTURE OF INVOLVEMENT

Involvement is one of our core 4i Values and we empower our employees to take ownership of the Thermo Fisher culture. Our company-supported, colleague-driven teams create positive change in a number of important areas, including:

- Community outreach
- Workplace diversity and inclusion
- Environmental stewardship

COLLEAGUE RECOGNITION PROGRAM

Our comprehensive benefits and rewards offerings help our colleagues feel recognized and supported. We also want our colleagues to have the ability to recognize one another, which we made possible through the social platform “Appreciate”. Our Appreciate Program allows for real-time, specific acknowledgement of colleague contributions and service anniversaries, creating a one-company culture of recognition and facilitating peer recognition across groups and countries. It gives both colleagues and managers the opportunity to celebrate success publicly, helping colleagues feel noticed, valued and appreciated for good work - whether it is consistently living our 4i Values, fostering customer allegiance or upholding our commitments to safety, cybersecurity and our PPI Business System.

42,614

Colleagues recognized through Appreciate Program in 2019

Culture of Respect

Our colleagues deserve and expect to be treated with fairness, dignity and respect. We promote a culture of trust through transparency of company goals and expectations. Our policies provide guidelines that inform how we treat our employees and how they should engage with one another. Our [Code of Business Conduct and Ethics](#) is supported by our [4i Values](#) and reinforces the importance of engaging in ethical business practices. This policy helps communicate our commitment to providing equal employment opportunities and expresses our belief that colleagues should be treated fairly and evaluated on their contributions, and not on any personal attribute or characteristic.

As stated in our [Equal Employment and Affirmative Action Policy](#), Thermo Fisher provides equal employment opportunities to all employees and employment applicants without regard to unlawful considerations of sex, sexual orientation, gender (including gender identity and/or expression), pregnancy, race, color, creed, national or ethnic origin, citizenship status, religion or similar philosophical beliefs, disability, marital and civil union status, age, genetic information, veteran status or any personal attribute or characteristic that is protected by applicable local, state or federal laws. We are proud to not only attract, but to retain and support a [diverse and inclusive](#) workforce.

We extend our commitment to respect by striving to create equitable pay practices. Pay for performance is the cornerstone of our [Total Rewards](#) philosophy, not only as it applies to salary, but to other rewards as well. For example, stock options and restricted stock units are awarded based on performance rating and pay band to eligible colleagues. Our policies ensure we are accommodating the unique needs of every employee and enabling their growth at Thermo Fisher. We recognize the barriers to achieving an equal and equitable workplace. We measure our current state and our progress toward addressing our gaps to success, such as our gender pay gap, and its root causes.

Culture of Safety

We are committed to fostering a culture of safety and wellbeing for our colleagues around the globe. Our [Environmental, Health and Safety \(EHS\)](#) professionals are vital to the success of our company. A strong commitment to EHS helps 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. For example, our focus on continuous improvement and our proactive approach to site safety have helped decrease our lost-time injury rate (LTIR) – a standard industry metric that measures the number of injuries resulting in lost workdays per 1 million hours worked – by more than one-third in recent years. We utilize our EHS management system and the engagement and involvement of our workforce to drive continuous improvement in our overall performance and ultimately a safe working environment. In 2019, an EHS course focused on workplace safety became part of the regular onboarding training for all new colleagues. The training is offered in multiple languages.

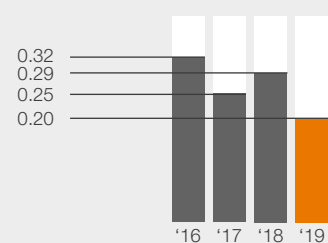
Safety in the workplace is best complemented by safety in one's personal life, which is why we're committed to securing our employees' holistic and familial wellbeing through comprehensive [benefits and rewards](#) offerings.



> one-third

decrease in our lost-time injury rate (LTIR) in recent years

Lost Time Injury Rate



Talent



At Thermo Fisher, we want all our colleagues to achieve their full potential and career aspirations. We are committed to the development of our diverse, global workforce, enhancing their skills and knowledge to achieve current and future business objectives. Talent is the differentiator to a successful future, and we've instituted a range of tools, technologies, processes and programs to ensure we are attracting, cultivating and retaining our talent. From our colleague referral program to our Graduate Leadership Development Program, we continue to build strong internal and external sourcing. Talent Development at Thermo Fisher is an organizational capability; that is, we actively manage our talent through deliberate, intentional rotations. Our executives and leaders participate in frequent discussions around organizational talent, leveraging workforce data and predictive analytics to better anticipate the needs of our business based on growth and market demand.

Talent Attraction & Acquisition

Our colleagues are our first source for talent, and we work to ensure we maximize their growth potential. Employees are encouraged to develop their careers through various programs and learning and development curricula. This focus on development provides the opportunity for colleagues to advance internally to the next phase of a career or chart a new career path. Knowing our employees are ambassadors of our company, we look to them to refer great talent since they are familiar with our culture and drive to achieve. Our colleagues are rewarded for a successful referral and placement lasting at least six months.

To ensure we are attracting talent from diverse candidate pools, we partner with organizations representing various heritage and identity groups to source candidates, and work with our D&I team to ensure our colleagues are set up for success once they join. We know our employees' overall and familial wellbeing is a key attractor, and our investment in them is reflected, in part, in our Total Rewards offerings.

STEM WORKFORCE DEVELOPMENT

As the world leader in serving science, we continue to need a steady pipeline of smart, innovative and talented engineers, scientists and researchers. STEM curriculum is essential to building the next generation of Thermo Fisher employees. Through our STEM programs, we are able to harness talent through key strategic community partnerships, which enable Thermo Fisher to progress and remain competitive in a technologically advanced business environment.

For example, part of our commitment to STEM education, we have partnered with the [Massachusetts STEM Advisory Council's](#) STEM@Work program over the past three years to provide critical, real-world internship experience to high school students. Through the program we offer students an immersive hands-on experiential learning experience that includes individual projects, site tours and a team product design challenge. In 2019, our program included ten interns across two sites: Tewksbury and Franklin, Mass. We also grew our partnership from 3 to 4 local area high schools in 2019.

Talent Development

Our talent is a key differentiator. Thermo Fisher is dedicated to retaining and growing our talent to meet our business needs of the future and to provide our colleagues with the opportunity to have a long and successful career here. Every employee is driven to achieve, and it's our responsibility to invest in their potential. We consider a multi-tactic approach to development, including formal and self-paced training, networking opportunities, on-the-job stretch learning, strategic and data-driven talent management, coaching, mentoring, and manager development.

NEW HIRE ONBOARDING

The first major task for our new hires is to complete the onboarding process, which can be daunting to navigate as they learn Thermo Fisher's terminology, organizational structure and information systems. Through our newly deployed Colleagues Service Center, our new colleagues are provided visibility to the end-to-end onboarding process to track progress, with automated tasks and checklists, centralized information storage and a user-friendly single sign-on process.

PERFORMANCE MANAGEMENT

Collaboration between an employee and their manager is the best formula for ensuring strong performance and development growth. To equip our managers and employees with the tools for success, we support an annual performance management development (PMD) process with checkpoints throughout the year and encourage ongoing dialogue between checkpoints. The PMD process is available to all employees and ensures employee and manager alignment on measurable targets, resulting in tangible progress that can be reviewed at year-end, providing information for [rewards](#) such as compensation and long-term incentive decisions. Regular discussions throughout the year ensures our colleagues are clear on their priorities and provides more opportunities for individual development to help them reach their full potential and achieve their career aspirations.

In 2019, colleagues from our Information Technology (IT) Center of Excellence in Tijuana, Mexico, partnered with COBACH, a system of public high schools in the country, to raise awareness of the range of computer science and software development career opportunities available in Tijuana. Throughout the year Thermo Fisher colleagues engaged more than 200 students in STEM activities that focus on algorithms, problem-solving and teamwork. They also shared their own career paths and experiences and ultimately why they decided to pursue a career within IT.



CAREER DEVELOPMENT TOOLS

Ongoing employee development is critical to our success as a company. We ensure that our colleagues can develop their skills and achieve career objectives through a variety of tactics, including on-the-job and formal learning.

Whether improving a specific professional skill such as influence or negotiation, or honing a management or leadership skill necessary to guide a team and enable their development, we offer a mix of self-service and on-demand programming in partnership with formal learning opportunities. Our investment in our colleagues deepens our high-quality internal talent pool and enables our colleagues to advance. Our [global mobility](#) benefits further support our colleagues who are ready for a new career chapter. By focusing on internal talent, we also enable a deeper understanding of the business and areas where we most need targeted skills development.

Additional training is available to, and in many cases mandatory for, all colleagues on specific topics such as [Practical Process Improvement \(PPI\)](#), [diversity and inclusion](#), [ethics and anti-bribery](#), our [EHS management system](#) and our [quality management system](#).

One example of our internal career development initiatives includes a six-month internal mentorship program for our colleagues in China which was launched in 2019. The goal of the program was to pair early talent with more senior level employees and supported more than 90 colleagues across China.

LEADERSHIP DEVELOPMENT

Managers play a critical role in the development and engagement of our employees. That's why we provide them with a suite of resources for their development. Every manager is invited to our people manager broadcast series, a monthly webinar and newsletter. Topics include material relevant to the development of their teams and themselves such as talent management and strategy. Additionally, aspiring and new managers can explore tailored learning paths, including networking opportunities and leadership exposure, to learn more about what it means to lead others. More experienced managers are eligible for a number of highly tailored programs that target skill development, such as how to manage and develop a high-performing employee. Many of these programs are taught by faculty from renowned institutions such as [Harvard Business School](#) and [Tuck School of Business \(Dartmouth\)](#).

When developing skills for a highly focused career path, we nominate employees for year-long, function-specific leadership programs. By deepening the content to align more directly to a function's competencies, our emerging leaders in functions such as human resources, general management, research and development and operations are more equipped for success the day they step into that next critical role.



25.1%

Positions filled by
internal candidates

EXECUTIVE-LEVEL TRAINING

Executive leaders are provided learning and networking opportunities both within Thermo Fisher and with other business leaders from around the world to drive connection, collaboration and best practice sharing. Through Thermo Fisher University (our online learning portal), executives can leverage a selection of best-in-class external education offerings that provide breakthrough research-based insights. They also engage in our culture of continuous learning by participating in formal programming, networking opportunities and otherwise lending their voices, in order to ensure our employees are exposed to leader-led learning.

TOOLS AND RESOURCES

While we offer tailored development solutions for specified functions and role profiles, we leverage our digital corporate university to ensure our development opportunities are universally accessible. Thermo Fisher University hosts a robust collection of professional, management, leadership and executive programs with a variety of self-paced microlearnings and programming such as e-learnings, books and book summaries, articles, TEDTalks, virtual-led training and more.

Networking is about relationships. Our B/ERGs provide networking opportunities and mentorship programs both locally and globally in order to advance communications, education and career opportunities for heritage and identity groups.

And while we offer robust learning resources internally, we know there are more growth opportunities out there. Benefits programs such as [tuition reimbursement](#) can help to open the door to ongoing learning. Whatever their next step, we can help our colleagues get there.

In 2019, Thermo Fisher received two awards for our high potential leadership program, Developing Emerging Leaders:

- Brandon Hall Gold Award for Excellence in Leadership – Best Advance in Senior Manager Development award
- 2019 Chief Learning Officer Learning in Practice award

The Developing Emerging Leaders program was designed for our high potential leaders to equip them with the necessary knowledge, skills, and behaviors to lead their teams and achieve key performance goals. The program focused on helping leaders understand their own leadership strengths and opportunities, how their business unit operates within the overall strategy of the organization, and how to effectively lead others.

This comprehensive program includes virtual instructor-led training, self-paced learning, performance-based application plans, networking opportunities, and, for each leader, the development of a personal brand. Since its launch in 2016, it has delivered 50 global training sessions for 800+ high-potential leaders in nine countries.



1M+

Visits to Professional, Management, Leadership and Executive curricula on Thermo Fisher University in 2019

592

Professional, Management and Leadership Development resources on Thermo Fisher University (classes, e-learnings, articles, etc.) in 2019



Talent Management

UNIVERSITY INTERNSHIP PROGRAM

At Thermo Fisher, we know it's critical to gain experience and exposure prior to and after graduating, which is why we invest in meaningful internship programs, support education through [scholarships](#) and create additional opportunities for students who will develop into the next generation of scientists, engineers and business leaders.

Our University internship program provides "in-role" experience – an important part of cultivating the skills interns need to fully and effectively transition into the workplace from their focused academic endeavors. We offer internships across various areas of the business to help students create career paths that align with their interests and aspirations.

LEADERSHIP DEVELOPMENT PROGRAMS

To create our pipeline of talent who will be the next generation of business leaders, we offer seven leadership development programs for new graduates determined to accelerate their careers with robust, on-the-job learning opportunities, mentorship and structured learning plans.

Our [Leadership Development Programs](#) support: General Management (Graduate Level), Human Resources (Graduate Level), Finance, Information Technology, Operations, Procurement and Sales.

Wellbeing



At Thermo Fisher, we believe in the importance of empowering colleagues to take control of all aspects of their wellbeing – emotional, physical, social and financial. Wellbeing impacts the lives of our colleagues in countless ways every day – from how we take care of ourselves and our families physically, to emotional health and personal financial matters, to how we balance our personal and professional lives. Our Total Rewards package includes a holistic approach to wellbeing, with a wide variety of programs and resources available to our colleagues, with some variation by location.

As one of our key Human Resources platforms, our global Total Rewards team is led by a Vice President who reports directly into the Chief Human Resources Officer. The team's goal is to deliver a competitive total rewards package that all colleagues understand and value. We leverage our Colleague Service Center to inform and engage with our colleagues on the various programs and tools available to them. We regularly evaluate and measure our program against established benchmarks to ensure we are delivering the right mix of services and resources, and that our colleagues are receiving a consistently great experience. In 2019, we expanded our offering of wellbeing benefits in the U.S. and are continually reviewing opportunities to expand these programs globally.



Making an IMPACT on Cancer Care for our Colleagues

Our Individualized Medical Pathways for Advanced Care and Treatment (IMPACT) cancer care program is an innovative, company-paid benefit available to colleagues and close family members in Canada, the U.S., and the U.K. Participants in the program receive personalized support and direct lines of communication to internal experts in cancer genetics and genomics, covering every type, stage and diagnosis. These licensed and board-certified genetic counselors are more than leaders of IMPACT. The team serves as personal navigators for participants and collaborative partners for physicians to help enhance ongoing cancer treatments. Every participant's IMPACT journey is unique, but services for colleagues or their dependents facing cancer may include genetic counseling, clinical trial matching and access to cutting-edge tests and expert advice not typically available in other companies' health insurance plans.

Health & Wellbeing

Our global mindset combined with local focus helps us deliver high-quality medical, wellness and insurance programs to approximately 75,000 colleagues across the world. In addition to our comprehensive benefits and resources, we are proud to offer unique and innovative services that provide our colleagues with access to the cutting-edge science they enable every day.

While specific benefits and programs vary by location, as an example, for U.S. colleagues we offer:

- A choice of national medical and dental plans, and a national vision plan.
- A wellness program, and valuable health incentive opportunities.
- Tax-advantaged savings and spending accounts, commuter benefits, optional group legal coverage and opportunities for company Health Savings Account (HSA) contributions.
- Company-paid disability, accident, life insurance and employee assistance programs, with options to purchase additional coverage at group coverage rates to further support and protect their families.
- A company-paid second opinion service that connects U.S. colleagues with leading doctors for expert opinions on their health status — all without leaving home.
- A suite of parenting educational apps provides personalized support along the colleague's journey — from fertility, to pregnancy, and ongoing parenting.
- An adoption assistance program to assist in qualified adoption expenses associated with the adoption of a minor child.
- Our comprehensive diabetes management program empowers U.S. colleagues and their families to manage their condition with a free glucose meter, unlimited test strips and personalized coaching at no cost.
- We offer discounted pricing on a national weight management program to help employees reach their wellness goals—to lose weight, eat healthier, move more, or develop a more positive wellbeing mindset.



PROMOTING WELLNESS LOCALLY

Sites across our company form Wellness Teams to promote individual wellness efforts among their colleagues ranging from organizing team participation in runs, walks, and cycling events, to providing cardiopulmonary resuscitation (CPR) training and increasing awareness around mental health and workplace safety.

For example, in 2019, our site in Inchinnan, Scotland, was recognized by the Scottish government with the Healthy Working Lives Gold Award for their ongoing commitment to regular health and wellbeing activities and information campaigns. The site has focused on providing colleagues opportunities for both mental health support and physical activity by adding a gym, providing fitness classes and holding various fitness activities like volleyball and table tennis tournaments as well as walking and running events. The site also hosts annual health awareness weeks and provides an employee assistance program, childcare vouchers, cycle to work program and on-site therapists.

Running for a Cause

Our colleagues in China host an annual charity run each year, in partnership with the China Women's Development Foundation, for over 2,500 colleagues, family members, customers and local government personnel. This fundraising event held in 10 cities across the country raised nearly \$29,000 (200,000 RMB) in 2019 for ovarian cancer prevention and awareness. Each year Thermo Fisher provides a donation to the foundation on behalf of each runner – the longer the distance from the participant, the larger the donation. Colleagues also contributed to the fundraising effort themselves through the donation of books, food, and toys that were sold at the event. During the run, colleagues also organized a carnival featuring virtual reality games, tug of war and scientific experiments from our STEM education program in China, Little Scientists, for runners and their family members.

Pedaling for a Cause

Our site in Carlsbad, Calif., participates annually in the Pedal the Cause charitable bike ride and 5K walk/run, which has raised more than \$10 million, funding 48 cancer research projects and five clinical trials for pancreatic, breast, brain, pediatric, skin, lung, colorectal, gastrointestinal, ovarian and endometrial cancers since its inception in 2013. Thermo Fisher's participation in the event continues to grow year over year. In 2019, we had 188 participants from San Diego and the Bay Area, Calif.; Tijuana, Mexico; and Frederick, Md.; as well as the U.K., France and Singapore. These riders helped raise over \$102,000 bringing Thermo Fisher's collective contribution over the past several years to close to half a million dollars toward cancer research.

Finance and Future

We invest in our colleagues' financial health, helping them grow and protect their savings, plan for tomorrow and share in the success of the organization they are helping to shape.

We deliver comprehensive rewards – including competitive base pay. We also provide a variety of incentive and equity programs that, by design, directly link each colleague's contributions to the company's overall success. Pay for performance is the cornerstone of our Total Rewards philosophy, ensuring that top performing colleagues are rewarded for outstanding contributions. Our approach is designed to empower high performance and uses a consistent global approach wherever possible.

- We offer retirement and savings programs, for example our competitive 401(k) U.S. retirement savings plan that includes generous company-matching contributions of 100% of employee contributions up to 6%, and automatic features that make it easy and convenient to save for retirement.
- Our Employees' Stock Purchase Plan (ESPP) offers eligible colleagues (based on location within 20+ participating countries) the opportunity to purchase company stock at a discount.
- Our employee discount program helps colleagues save on thousands of products and services, including significant discounts on our iconic Nalgene™ reusable water bottles and containers.
- Our partnership with a national bank allows Thermo Fisher U.S. colleagues to get a special bundle of no-fee, everyday banking services, as well as certain discounts on new mortgages and loans.
- Our tuition reimbursement policy promotes continued education and learning, encouraging colleagues to enhance skills related to their present and future roles in the organization.
- Tax-advantaged commuter benefits and optional legal coverage and other supplemental financial and health plans.



Specific benefits and programs vary by location.

The Thermo Fisher Scientific Pension Scheme Statement of Investment Principles and Governance Statement: The Thermo Fisher Scientific Scheme Statement of Investment Principles ("SIP") covers the defined contribution section of the Scheme. The SIP sets out the Scheme's investment objective, the Scheme's investment strategy, the Trustee's approach to risk management, issues concerning implementation of the strategy and the policy on governance.

[Statement of Investment Principles](#)

[DB Pension Scheme Defined Contribution Governance Statement](#)



Life and Time Away

Our colleagues invest a lot in their families, communities and work. We are proud to support their whole lives through programs and tools that drive holistic wellbeing. We also provide opportunities for our colleagues to get involved in their community and support causes they care about.

- We welcome flexible work arrangements, subject to specifics of the role.
- We offer paid volunteer time and charitable gift matching.
- Our U.S. paid time off (PTO) donation program empowers colleagues to help one another in times of need.
- When colleagues start or grow a family, they receive company-paid parental leave benefits. In the U.S., for example, we offer 3 weeks of paid bonding leave and 8 additional weeks of paid leave for primary caregivers.
- Our back-up care program assists colleagues in finding temporary care for loved ones when regular care arrangements break down to support colleagues with the flexibility to meet life and work demands.
- Our college advising program offers personalized guidance, live events, and online resources to help colleagues save time and alleviate worry about their child's education.

Specific programs vary by location.



Recognition

Corporate STEM Leader of the Year
**United Way of Massachusetts Bay
 and Merrimack Valley**
 Greater Boston Area,
 Mass., USA

International Film Festival Finalist
**Boston College for Corporate
 Citizenship**
 Global

Community Contribution
Australian Business Awards
 Australia

Community Service Award
**Maryland Governor's Service
 Awards**
 Frederick, Md., U.S.A.

Employer of the Year
**National Social Responsibility
 Awards**
 Vilnius, Lithuania

Champion for Biotechnology
 Education
MassBioEd
 Greater Boston Area,
 Mass., U.S.A.

Outstanding Company
Holistic CSR
 China

Communities

At Thermo Fisher Scientific, we believe that to be a good corporate citizen we must invest in the communities where our employees live and work. Our approach to community impact supports our company culture of developing a talented, collaborative and passionate global team through the creation of development, team building and networking opportunities while supporting the causes that our colleagues care about around the world.

Our [colleagues](#) connect directly with their local communities to identify volunteer and philanthropic opportunities through our employee-led Community Action Councils (CACs). We further empower our employees to support organizations they care about through in-kind donations and our matching gifts program.

We also believe that any opportunity to work with students is an opportunity to ignite the spark that may inspire our next great thinkers and leaders. Fulfilling our [Mission](#) depends on developing bright, young talent to push the boundaries of our existing technologies and innovate for the future. We are leveraging our extraordinary internal capabilities to inspire the next generation of scientists and engineers. Our partnerships with non-profit organizations that promote STEM enable us to not only support successful programs, but also to provide employees with additional volunteer opportunities.

The investment in our communities is part of the way we do business, which is reflected in our company goal tree, a set of targets cascaded across all areas of the business and to each employee, ensuring the programs that support our community continue to grow and drive impact across the globe.

Investing in STEM Education

Thermo Fisher Scientific is committed to inspiring a new generation of innovators that will allow us to continue to enable our customers to make the world healthier, cleaner and safer. Through educational programming and partnerships, we provide opportunities for our colleagues to engage with the communities in which they live and work to share their knowledge and experience.

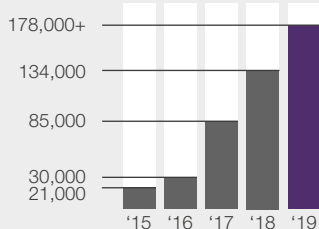
Signature STEM Education Programs

Research shows that students begin losing interest in STEM-related subjects around 11-13 years of age, which is why we have designed our STEM education outreach to focus on connecting with students during this critical time. We realize that many educational institutions lack the resources to bridge the subject matter taught within a textbook to real-world applications. As an industry leader, we believe it is our responsibility to help make this connection, ensuring a continued interest in STEM subjects and careers in future generations.

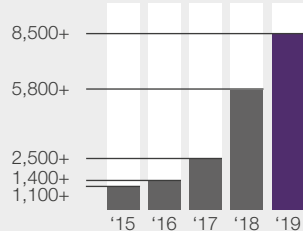
Our signature STEM education programs connect students and colleagues through hands-on and team-based activities that highlight our technologies, make connections to careers in STEM and demonstrate how our company impacts the world. Our programs: Innovation Nation, STEM Design Challenge, STEMcredible Kits and Career Connections, are available to our colleagues to implement in their local communities around the world. These activities can be delivered through individual efforts or through team events planned through our Community Action Councils and Employee Resource Groups.

Growth in our STEM Education Outreach Programming

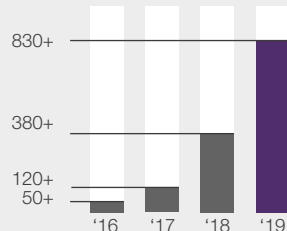
Students benefiting from our STEM programs



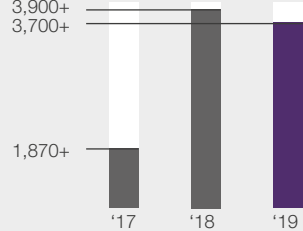
Educators impacted by our STEM programs



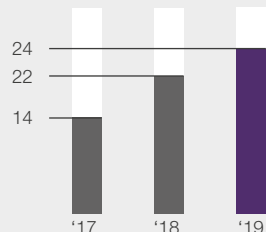
STEM events



Participating Thermo Fisher colleagues



Participating countries



INNOVATION NATION PROGRAM

The Innovation Nation program provides our colleagues with presentations, lab materials and instructions to guide students through a variety of hands-on and digital activities exploring concepts in life science, physics, chemistry and computer science. Through this program students learn about our technologies as well as the different types of careers found within our industry.

11

Lesson topics

83,000+

Participating students

348

Hands-on workshops

15

Participating countries



STEM DESIGN CHALLENGE

The STEM Design Challenge gives our colleagues a framework for hosting an engineering design competition at a local school or non-profit organization. Students work in teams to design solutions to a specific challenge utilizing the K'Nex™ Construction Toy System. Challenges range from creating a nano-robot to treat cancer, to designing a machine that can remove trash from the ocean. Throughout the Challenge students learn the importance of teamwork and good communication while presenting their designs to a panel of Thermo Fisher colleagues who serve as judges during the final competition.

85

Winning teams

9

Participating countries

16,000+

Participating students

STEM-CREDIBLE KITS OVERVIEW

Through our STEM-credible Kit program, we donate kits packed with reusable lab aprons, chemical splash safety goggles and gloves, as well as lab notebooks, to local schools and non-profit organizations. The program also serves a two-fold purpose for our colleagues: they have an opportunity to utilize our [Practical Process Improvement \(PPI\)](#) Business System principles to optimize the packing of these safety kits and it is a meaningful team building activity.

25,600+

Safety kits donated

4

Participating countries

56

Kit packing events



CAREER CONNECTIONS

In 2019, we added a fourth signature STEM education program to provide students with information about different types of STEM careers and the tools to launch their career search. Our new Career Connections program arms our colleagues with resources to partner with students and facilitate exercises ranging from mock interviews, résumé building, panel discussions and career worksheets. These activities introduce students to different career paths while exploring the varied skills needed to succeed in today's competitive world.

In 2019, we piloted a new career-based activity which provides students a simulated experience of a real-world issue that our colleagues in Quality Assurance and Regulatory Affairs previously addressed to better serve our customers. In the simulation, the decisions that the students make have a direct impact on money, time and customer satisfaction. This pilot activity is the first in a series of job simulation activities that will allow students to work through real problems encountered in the workplace.



STEM Partnerships

Our partners help us deliver on our commitment to inspire a new generation of innovators through STEM education involvement. These partnerships not only support students, but also provide colleagues with rewarding volunteer opportunities.

Learn more about how we collaborate with STEM education non-profits and universities through [our giving](#) and [early talent](#) development programs.

BOYS & GIRLS CLUB OF AMERICA

Our approach to promoting STEM education leverages our colleagues and exposes primary and secondary learners to our technologies and careers. In 2016, we formed a national partnership with the [Boys & Girls Clubs of America \(BGCA\)](#) to support the organization in expanding its STEM curriculum to thousands of youth across the country. As part of our partnership, we help fund the distribution of DIY (do it yourself) STEM learning kits that equip clubs with hands-on activities covering the topics of engineering and the biological, chemical and physical sciences in order to connect BGCA youth to the science themes they encounter in everyday life. We also provide in-kind support by donating our STEM-credible safety kits to ensure young learners can safely experiment and explore.

Our 2019 Ideas in Action

In 2019, we participated in an “ideation session” with the BGCA to support the transition of the DIY STEM curriculum to an online platform. In 2020, the BGCA plans to launch a digital version of the DIY STEM program on its [MyFuture website](#) which will feature videos showcasing Thermo Fisher colleagues and their different careers. Through this safe, fun, mobile-friendly social platform, children will have access to more than 150 BGCA activities and programs, including STEM activities, digital literacy, social and emotional learning and visual arts. Moving the DIY STEM program to digital delivery enables the BGCA to reach more youth and provides higher quality data to respond to student trends.



CHINA YOUTH DEVELOPMENT FUND

Our award-winning partnership with the [China Youth Development Foundation \(CYDF\)](#) inspires interest in scientific careers and cultivates China's future innovative talent by bringing hands-on lab activities to school children across the country. With activity kits sponsored by Thermo Fisher Scientific, students learn about the science behind the ripening of bananas, the properties of rainwater, the spoiling of cooked rice and more. Since 2015, thousands of colleagues have volunteered to strengthen our partnership with CYDF by packing kits, conducting science experiments in schools and providing home delivery of activity materials to students in rural areas.

MOBILE BIOCLASS

The Mobile BioClass is a hands-on science lab that brings cutting-edge technology and current life science practices to high school students across Lithuania and Estonia. Established in 2011 in partnership with Vilnius University, the program has reached over 50% of Lithuania's high schools. During the five-hour lesson, a Thermo Fisher scientist, alongside seven university students, leads participants through activities such as polymerase chain reaction (PCR), DNA electrophoresis and visualization while encouraging safe laboratory practices. All equipment and reagents used throughout the experiments are manufactured by Thermo Fisher and donated to the program.

Since its establishment, the partnership has resulted in the distribution of more than 10,000 kits, giving more than 50,000 students a chance to cultivate their scientific curiosity.

The Vilnius site's commitment and local promotion of the Mobile BioClass caught the attention of the National Social Responsibility Awards in Lithuania, which recognized the site for employee engagement and empowerment programs. In 2019, the Thermo Fisher Vilnius site was awarded Employer of the Year for the third consecutive year.



STUDENTS 2 SCIENCE

Since 2015 we have partnered with Students 2 Science (S2S), a non-profit organization based in New Jersey whose mission is to inspire, motivate and educate elementary, middle and high school students to pursue careers in STEM subjects. Through our partnership with S2S, we offer our colleagues an opportunity to connect with S2S instructors and assist them to remotely lead activities with students around the globe. The V-Lab Program, which is offered in more than 200 languages (including American Sign Language), provides lesson plans, science kits, how-to videos and 45 unique experiments designed for ages 10-18, such as electroplating coins, extracting DNA from a mystery substance and purifying water.

Thermo Fisher's African Heritage Employee Resource Group (AHERG) piloted the V-Lab Program in 2019 at Urban Impact, an organization that has been serving the youth of Pittsburgh, Pa.'s, North Side for 25 years, and Envision Science Academy, a K-8 STEAM public charter school in Raleigh, N.C.

We also provide S2S with in-kind support. In 2018, S2S opened its Newark Technology Center, which provides more than 32,000 students with access to a commercial-grade laboratory where they work to investigate critical world issues with the scientists who volunteer there. Thermo Fisher has provided more than \$1.6 million worth of laboratory equipment to support the Newark center as well as a second facility in East Hanover, N.J.



STEM Education Engagement

Global STEM Day Impact

75+

STEM events

2,300+

Participating colleagues

6,400+

Volunteer hours

GLOBAL STEM DAY

Encouraging and inspiring students in the primary and secondary grade levels to engage in STEM activities is a core component of our community engagement strategy. For the past two years throughout the month of November, we held a campaign to drive STEM education outreach activities as part of Thermo Fisher's Global STEM Day (a nod to National STEM Day in the U.S. on November 8). The goal of the campaign is to promote our STEM education programs and encourage our colleagues to reach out to their local communities and excite students about careers in STEM. Each year we feature a hands-on science activity that links to a specific Thermo Fisher career that any colleague can do at home with their own children or with a local student group.

SCIENCE FESTIVALS

As part of our strategy to inspire primary and secondary learners in STEM subjects, Thermo Fisher supports multiple science and engineering festivals in cities where we have a large employee base including Boston, Mass., Cambridge, Mass., San Francisco, Calif., San Diego, Calif., and Washington, D.C. These events are free to the public through the support of corporate sponsorships and feature hundreds of hands-on STEM education activities appropriate for the entire family. At the Thermo Fisher booth our colleagues provide festival attendees an opportunity to participate in hands-on science activities that are part of our signature Innovation Nation program.

ANNUAL FILM FESTIVAL

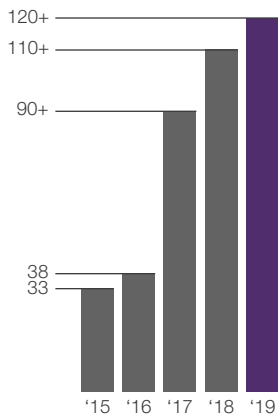
For the past five years Thermo Fisher has entered the Boston College for Corporate Citizenship International Film Festival with videos showcasing the impact of our STEM education programs. As part of the competition, we promote an internal voting campaign to share our video and help educate our colleagues on the STEM education programs available to them and the impact they can have through their participation. In 2019, our video was named one of three finalists in the Large Company Category.

Volunteer Impact

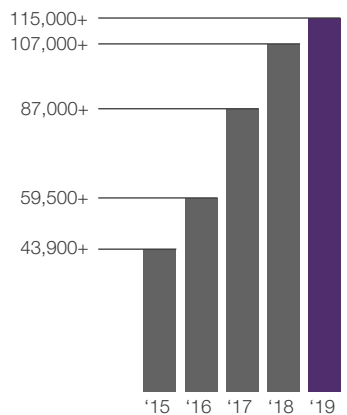


Our strategy for community involvement relies on engagement at the local level where we can have the most meaningful impact with our non-profit partners. We foster volunteer-led Community Action Councils (CACs) at our sites around the world, resourcing our colleagues so they may directly connect with their local communities to provide rewarding volunteer and philanthropic support. Although CACs are empowered to work independently, they are provided corporate support including grant funding, tools and training. Each year we invite our CAC Coordinators from around the world to a two-day summit where best practices are shared around our collective effort to make a global impact. For this year's highlights of our CACs in action, refer to pages 12-13 of the Executive Summary.

Community Action Council growth



Volunteer hours donated to the community



Get Involved Day Impact

170+

Events

3,700+

Participating Colleagues

11,500+

Volunteer Hours



GET INVOLVED DAY

Our largest annual volunteer effort is “Get Involved Day,” a day of service encouraging colleagues across the globe to give back to their communities with up to 8 hours of volunteerism. Activities are coordinated locally to support charitable causes important to our colleagues, including STEM education events, park and beach clean-ups, food packing events, and working with seniors and children.

INTEGRATING BUSINESS WITH INVOLVEMENT

Each year, thousands of Thermo Fisher colleagues gather at hotels and convention centers around the world to connect and set priorities for the coming year. Many of this year’s meeting agendas included our community involvement, and colleagues from a range of sites and businesses donated thousands of volunteer hours to their host communities as part of team building exercises.

At a Divisional National Sales meeting in Seattle, Wash., over 160 colleagues stuffed backpacks full of school supplies to donate to the Rainer Vista Boys & Girls Club of America. As a team building activity they also created artwork which was donated to the club.

Our Giving



Our [Mission](#) is to enable our customers to make the world healthier, cleaner and safer. One way that we fulfill our Mission is by being a socially responsible community partner. Our giving strategy includes in-kind support, colleague donations and university student scholarships.

Through our non-profit partnerships, we're able to extend our reach and empower our employees to work with organizations that represent causes they care about. Our philanthropic contributions and in-kind donations support research in developing countries, disaster relief efforts and more. We also help students pursue their career aspirations by funding university scholarship programs and providing in-kind donations which support cutting-edge laboratory experiences for secondary and post-secondary learners.

Scholarship Programs

As part of our giving strategy, we have established two scholarship programs.

The first is a merit-based scholarship program for the children of our full-time employees to encourage their pursuit of higher education and support their academic goals. The Thermo Fisher Scientific Scholarship Program for Children of Employees is a competitive program that provides financial grants to eligible children who are pursuing a college degree. The program offers renewable scholarships covering up to four years of full-time undergraduate study leading to a bachelor's degree (or equivalent) at accredited post-secondary institutions in the United States and United Kingdom.

Aligned with our focus on [STEM education](#), our second scholarship program supports students studying STEM subjects at one of our partner universities, including [University of California, Berkeley](#), and [University of Wisconsin, Madison](#), in the U.S., [Imperial College London](#) in the U.K., and [Fudan University](#) in China.



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students supported through
Thermo Fisher Scholarships

“Healthcare simply isn’t an option in many parts of the world, either because it doesn’t exist or isn’t affordable. We are able to serve these communities because of support from companies like Thermo Fisher Scientific.”

– Tom Velnosky,
International Programs,
Biomedical Systems Manager,
Mercy Ships



Corporate Giving

We are uniquely positioned to offer support to those who make the world healthier, cleaner and safer, but who don’t have access to cutting-edge technologies. The instruments, consumables and services we donate to organizations around the world benefit many causes, including supporting researchers in developing countries, advancing research into personalized medicine and promoting STEM education through laboratory experimentation. Below we feature two of our partner organizations who, with our generous support, are making the world healthier, cleaner and safer.

OUR PARTNERSHIP WITH MERCY SHIPS

In ports around the world, [Mercy Ships](#) provides free medical care, including life-saving surgeries, to people living in areas where medical care doesn’t exist or isn’t readily available. Their floating hospitals bring volunteer medical teams and sterile operating rooms directly to people who may otherwise go without care. To serve communities around the world properly, Mercy Ships needs to maintain state-of-the-art facilities.

Over the past decade, Thermo Fisher has contributed laboratory refrigerators, freezer units and consumables to Mercy Ships. In 2019, we also donated our Thermo Scientific™ Smart-View™ Wireless Monitoring Solutions, allowing Mercy Ships to monitor the performance of their refrigerators and freezer units remotely.

“Mercy Ships came to us in 2013 with a need for safe temperature control storage solutions for their ships. That initial conversation has led to a long-standing partnership between our two organizations,” “I’m really proud of the support we’ve been able to provide. By giving back to communities that are underserved, we are advancing our Mission – helping organizations like Mercy Ships make the world healthier, cleaner and safer.” – Joe Arteaga, Director, Connectivity, Laboratory Equipment Technologies.

\$3.3M

Total In-kind donations in 2019

OUR PARTNERSHIP WITH SEEDING LABS

Seeding Labs believes scientific talent is everywhere and that too many scientists lack the resources to reach their full potential. Thermo Fisher has partnered with Seeding Labs since 2011 to provide essential equipment donations benefiting researchers in the developing world. In 2019, Thermo Fisher implemented a PCR (polymerase chain reaction) machine trade-in program benefitting the Seeding Labs program. A PCR machine is one of the most requested instruments from researchers receiving Seeding Labs Instrument Access grants. During the trade-in campaign, customers who upgraded their older model machines received free plastic consumables and a two-year service warranty free of charge. Their older model machines were then donated to Seeding Labs. Through this four-month promotion Thermo Fisher was able to donate 29 PCR machines.

Dr. Gama Bandawe of the Malawi University of Science and Technology was among those talented scientists who received an Instrument Access grant. He plans to use equipment donated by Thermo Fisher to research the HIV virus, which has had a devastating impact in his country.



Products that Make an Impact

Over the past seven years, our Nalgene business, which manufactures durable and reusable water bottles, has partnered with the non-profit REVERB on a campaign to help eliminate single-use water bottles from concerts. Through the #RocknRefill campaign, Reverb worked with concert artists and venues to create a custom bottle with proceeds from the sale of each bottle going directly to supporting environmental and social non-profit organizations selected by the artist or festival organizer.



363,000+

#RocknRefill Nalgene bottles donated

\$4.26M

Funds raised for charity

100+

Charities impacted

4M+

Single-use bottles diverted from landfill

(Source REVERB: As of the end of 2019)

Colleague Giving

To promote the generous spirit of our colleagues, our Charitable Giving Program provides a platform that allows them to easily contribute to causes that they feel passionately about. Our colleagues can make direct donations to a charity of their choice, create a fundraiser – mobilizing greater support for a cause – or contribute to a disaster relief campaign. Through our Employee Matching Gift program, we help colleagues make an even bigger impact by matching their contribution to eligible charities by 50%.

\$1.8M

Employee & matching gift donations

2,000+

Non-profit organizations supported through donations



Environment

Our customers use our advanced technologies and services to make the world healthier, cleaner and safer. We are partners with them in the ongoing effort to reduce our collective environmental footprint. We are constantly searching for ways to provide our customers with product alternatives that are less hazardous, are more energy-efficient, create less waste or use sustainable packaging and shipping materials.

Not only do we provide innovative solutions that help our customers meet their own environmental sustainability goals, we're also reducing our own impact on the environment. By engaging our colleagues and leveraging our Practical Process Improvement (PPI) Business System, we empower them to come up with solutions to help reduce energy and water usage, waste, and emissions.



Responsible Products



We are perpetually seeking new ways to provide our customers with the means to achieve greater environmental stewardship. Our Mission is to enable our customers to make the world healthier, cleaner and safer. Through our portfolio of [environmental analysis technologies](#), our customers are ensuring a cleaner environment, while our Thermo Scientific™ Nalgene™ products enable our customers to reduce their use of single-use plastics. Many of our customers also find unique ways to utilize our products to address important environmental challenges.

In line with our Mission, we strive to provide our customers with product alternatives that reduce waste and are less hazardous and more energy efficient. We are also pursuing more environmentally sustainable ways to ship our products, while upholding our stringent [product quality standards](#).

Product Design

We continually evaluate our new and existing product lines to identify more environmentally sustainable methods for producing and sourcing materials. You can review our approach to evaluating and manufacturing greener product alternatives for our customers [here](#).

COLD STORAGE SOLUTIONS FOR THE ENVIRONMENT

In 2015, Thermo Fisher made a pledge to the White House to reduce the use of hydrofluorocarbons by transitioning our entire cold storage platform to more environmentally friendly, natural refrigerants. This transition – the first of its kind in the lab products industry – is currently in process and will continue over a five-year period ending in 2020 to provide a 49 percent reduction in CO₂ emissions. In that same time period, we also plan to reduce the energy consumption of these products by more than 50 percent and are on track for meeting this target by the end of the year.

ACT. The Environmental Impact Label	
Product Name:	
Manufacturing Location:	
Environmental Impact Scale	
← Decreasing Environmental Impact	
Manufacturing	
Manufacturing Impact Reduction	7.0
Renewable Energy Use	No
Responsible Chemical Management	10.0
Shipping Impact	7.5
Product Content	4.5
Packaging Content	5.7
User Impact	
Energy Consumption (average)	6.6
Water Consumption (average)	15.6
Product Lifetime	2.6
End of Life	
Packaging	9.0
Product	9.0
Environmental Impact Factor	63.6
Label Valid Through	October 2020
my green lab. mygreenish.org	

Credit: My Green Lab

RESPONSIBLE LABELING

Thermo Fisher is an early adopter of the **ACT label** in partnership with My Green Lab. This label is being used by scientists and procurement specialists across the U.S. to help them make more informed purchasing decisions to fulfill their own sustainability goals. An acronym for “Accountability, Consistency and Transparency,” ACT is designed to provide critical information on the environmental impact of lab products and help reduce the footprint of the laboratories that produce them. In 2017, Thermo Fisher took part in the pilot program, introducing ACT labeling to several of our Thermo Scientific™ consumable products. In 2019, we expanded our ACT product labeling to additional Invitrogen™ consumable products. You can view the full ACT database [here](#).

Packaging & Delivery

We also bring our environmental focus to improve how we pack and deliver products to our customers.

RETURNABLE PACKAGING SOLUTIONS

The ALLpaQ™ system*, a returnable packaging solution for the delivery of bioproduction liquids, can help reduce packaging waste by 90 percent and reduces associated carbon emissions by 51 percent, compared to single-use drums.

AMBIENT SHIPPING

To minimize the environmental impact associated with packing and shipping our products, we continually evaluate products that require cold shipment to determine whether they can be shipped at ambient temperatures without impacting product performance. Ambient shipping reduces the amount of packaging, which reduces emissions, decreases waste, and eases handling requirements. As a result, each year we now ship 300,000+ fewer expanded polystyrene (EPS) foam coolers and use 2,444 fewer metric tons of refrigerant.



* The ALLpaQ trademark belongs to ALLpaQ Packaging Limited.



PAPER COOLER SHIPMENT

In 2018, we launched a 100 percent paper cooler for a portion of our cold shipments. For decades, EPS foam coolers have been the preferred external packaging for cold chain shipments, despite being notoriously difficult to recycle. The new, curbside-recyclable, paper cooler meets the thermal requirements necessary to uphold our stringent product quality standards. It's the next step in our continued pursuit to find better ways to ship our products. In 2019, we expanded the use of our paper coolers to additional distribution centers in the U.S. and Europe impacting 130,000 shipments and eliminating over 84,500 cubic feet of expanded polystyrene.

ION CHIP RECYCLING PROGRAM

This program provides customers a convenient way to recycle used Ion Torrent™ chips. To recover valuable metals from these chips, we've partnered with Metech Recycling, a certified e-stewards recycler. Recycling Ion chips allows metals to be recovered, processed and recycled into the manufacturing stream, which helps reduce additional mining of natural resources.

Service Solutions

We explore our customer service offerings to make them more environmentally friendly.

PIPETTE TIP BOX RECYCLING PROGRAM

Through this program customers can purchase a cardboard box from us for recycling used pipette tip boxes (regardless of the brand). Once filled, the box can be shipped, free of charge, for the pipette tip boxes to be recycled. This benefits our customers who may not have access to single-stream recycling programs.

SUPPLY CENTERS

A Supply Center by Thermo Fisher is similar to a digitized vending machine, which has the ability to store products at the proper temperature, allowing immediate access to the on-premises supplies most frequently used by researchers. With over 1,500 Supply Centers around the world, Thermo Fisher partners directly with customers to provide customizable inventory management solutions that improve a lab's ability to maintain proper stock levels, control costs, and eliminate approval delays. In addition to the flexibility of instant fulfillment, a Supply Center can also help make a lab more environmentally friendly. By consolidating restocking shipments, together with our customers we have reduced packaging waste by almost 700,000 pounds annually.



Operations Optimization



As a responsible corporate citizen, Thermo Fisher is committed to protecting the environment by minimizing our impact in the communities where we operate. Leveraging our [PPI Business System](#) and our [Environmental, Health and Safety \(EHS\) Management System](#), we continually look for ways to improve our processes, protect the environment and reduce waste. This commitment inspires us to create a culture in which our colleagues are involved in piloting process improvements that protect them and the environment, reduce the energy and water we consume and the waste we generate. Thermo Fisher is committed to reducing emissions, releases and waste as a signatory to the [UN Global Compact](#) and dedicated to transparency through participation in [CDP reporting](#). For more details, see our annual [CDP disclosure on scope 1, 2, and 3 emissions](#). Thermo Fisher is a legacy CDP responder, having responded annually for over 10 years.

Thermo Fisher as the world leader in serving science has alignment with the scientific community's findings on human contribution to climate change. We are committed to reducing our carbon footprint and have set a target to reduce our scope 1 and 2 emissions by 30% (over 2018 levels) by the end of 2030. Our approach to achieving this target is anchored in the framework of process optimization, built-environment efficiency and renewable sourcing. To read more about actions we take associated with scope 3 emissions in our supply chain, refer to Operations – Responsible Sourcing section.



Energy & Emissions

This change is expected to reduce the company's carbon footprint by over

7,000

metric tons of CO₂ annually starting in 2020.

In total, the site anticipates these changes will reduce their greenhouse gas emissions by approximately

167

metric tons annually, the equivalent of planting over 2,700 trees.

26

Total LED Lighting retrofit projects across the company.

In 2019, Thermo Fisher's global energy management team worked with sites across the U.K., in collaboration with our energy vendor, to negotiate the purchase of 100% renewable energy for the majority of our sites in that country. By October 1, 2019, all enrolled sites were transitioned to renewable energy through their utility.

Over the course of 2019, our site in Scoresby, Australia, updated all 1,642 lights in their facility, including office, parking, and warehouse lighting, to energy-efficient LED light fittings. This change will not only impact the amount of energy used to light the facility, but also decreases the energy used in hotter months to cool the facility, since LED lighting produces less radiant heat than the previously installed fluorescent tube lighting. Additional changes include the installation of motion-activated sensors for areas infrequently used, such as stairwells and meeting rooms.



Waste & Water

OUR JOURNEY TO ZERO WASTE

Our Zero Waste program focuses on closely managing our waste streams at the site level, where we work to reduce the amount of waste we generate and send to landfill while lowering our operating costs. We define “zero waste” as diverting 90 percent or more waste from landfill through reuse, recycling and, as a last resort, incineration, when used to generate energy.

Through our Zero Waste Playbook, we provide our sites guidance for working toward “Zero Waste” certification through a five-step process which engages our colleagues to implement changes in processes and procurement to minimize waste.

In 2019, our distribution sites in North America performed waste audits to identify opportunities to drive down the amount of waste generated within their operations. Managers at these locations meet quarterly to share best practices and report on their current status, ensuring continued progress.

Number of Zero Waste sites

26

(Increase of 100% over 2018)

GLOVE AND GARMENT RECYCLING PROGRAM

Much of our extensive research and development and production work must be conducted in sterile environments requiring the use of disposable gloves and garments. To reduce the impact of these operations, we recycle gloves and single-use apparel so they can be turned into the raw materials used to create eco-friendly consumer products and durable goods.

170+

Tons of gloves and garments recycled since 2012

WATER

Although our water usage increased slightly in 2019, Thermo Fisher remains committed to explore ways to minimize its operations impact on the planet’s water resources. For instance, we used the World Resources Institute’s geolocator tool, standard for CDP measurement, to confirm we do not operate water intensive operations in water scarce regions.

science reagents • real-time PCR technology • capillary electrophoresis • sequencing • microarray technology • clinical chromo-
somal analysis • cryo-electron microscopy • molecular spectroscopy • elemental analysis • clinical diagnostics • microbiology • transpla-
ntation • viral vector services • bioscience reagents • real-time PCR technology • capillary electrophoresis • molecular products • c-
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services • clinical trials services • viral vector services • bioscience reagents • real-time PCR technology • cell culture media
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