

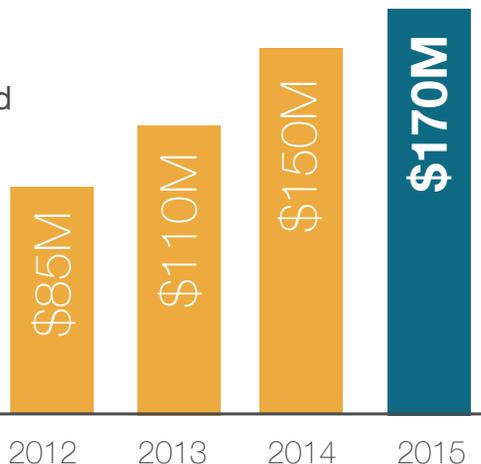
# Pursuing better paths forward

The Practical Process Improvement (PPI) Business System is our operational discipline. It enables us to drive profitable growth by continuously improving quality, productivity and our customers' experience.

Our PPI Business System empowers every employee to solve problems, large and small, for the organization, creating a culture of continuous improvement. In 2015, we launched the Kaizen Institute – a weeklong program that partners employees from different divisions with colleagues at a host site. During the training event, employees form teams to work on real projects aimed at driving improvements across the company.

Since 2012, our PPI productivity savings have increased year over year. In 2015, our PPI Business System delivered productivity savings of more than \$170 million in our organization.

## PPI productivity savings



### Investing time in reducing waste

In two examples of our PPI Business System at work, we were able to significantly reduce waste while also creating a safer environment for our employees. Thanks to one PPI project, we were able to reduce the amount of a hazardous solvent used in the production of DNA oligos by 14 tons per year.

In another initiative, our teams reduced paper waste associated with transportation by 51 million linear feet, by replacing paper packing material with more efficient air pillows. The change not only reduced overall waste but also ensured the quality of our products through the process of delivery.



**14** tons/year

REDUCTION IN HAZARDOUS WASTE ASSOCIATED WITH THE PRODUCTION OF DNA OLIGOS



**51M** linear feet

OF PAPER WASTE ELIMINATED FROM TRANSPORTATION



## A site with sights set high

The citizens of Switzerland are passionate about sustainability. Employees at our Écublens site are no exception. Over the last few years, they've used our PPI Business System to make great strides toward creating a more sustainable facility.

In 2015, the Swiss government challenged the private sector to minimize its environmental footprint. The site rose to the challenge, boldly committing to reducing its greenhouse gas emissions by over 100 metric tons by 2020.

PPI projects that have contributed to this reduction target include:

- Upgrading lighting and windows to energy-efficient alternatives
- Installing solar panels to heat water
- Implementing a new system to regulate central heating

And there's much more to come.

*“While the financial savings are an important component of this campaign, it's the intangible benefits to employee morale and pride in working for Thermo Fisher that make it worth undertaking.”*

**—Gérard Couderc, Écublens site leader**