Thermo Fisher Human Rights and Equal Opportunity Policy

POLICY

Thermo Fisher Scientific Inc. and each of its subsidiaries (collectively, "Thermo Fisher" or the "Company") has four key corporate values of Integrity, Intensity, Innovation, and Involvement forming the foundation of our business. Thermo Fisher is committed to upholding and respecting human rights for all people by conducting business with the highest ethical standards and in compliance with applicable laws and Company policy, including providing equal employment opportunity and ethical employment practices. This Thermo Fisher Human Rights and Equal Opportunity Policy (this "Policy") establishes standards for global business conduct related to human rights and labor and provides a cornerstone for Thermo Fisher to identify and manage its human rights impacts and mitigate applicable risks.

To provide a safe, healthy, fair and respectful work environment, colleagues are expected to work and conduct business in alignment with the below expectations. This Policy applies to all Thermo Fisher employees, contractors, agents, and others through whom Thermo Fisher conducts business (collectively, "business representatives"). We also require our suppliers to comply with and abide by our Supplier Code of Conduct.

While Thermo Fisher is required to comply with applicable domestic and foreign laws and regulations, this Policy goes beyond mere compliance with law. This Policy supports Thermo Fisher's voluntary commitment to the UN Global Compact and is a tool to assist us in fulfilling our responsibility to respect human rights in alignment with the ILO's Declaration on Fundamental Principles and Rights at Work and the UN Universal Declaration of Human Rights. Our approach references the United Nations Guiding Principles on Business and Human Rights ("UNGP") and the Organisation for Economic Co-operation and Development Guidelines for Multinational Enterprises on Responsible Business Conduct ("OECD Guidelines"). When differences arise between Thermo Fisher standards (including this Policy) and legal requirements, we seek to apply the stricter standard, in compliance with applicable law.

POLICY PRINCIPLES & COMMITMENTS

HUMAN RIGHTS

COMPLIANCE WITH LABOR LAWS

Thermo Fisher must comply with all applicable labor laws, rules, and regulations, including but not limited to those pertaining to the topics discussed below.

HUMAN RIGHTS DUE DILIGENCE

Thermo Fisher maintains processes and management systems to appropriately identify and assess adverse impacts and take risk-based and proportionate steps to prevent or mitigate such impacts, provide for remediation when appropriate, and track implementation, informed by the OECD Due Diligence Guidance for Responsible Business Conduct ("OECD Guidance").

Our human rights due diligence practices operate under established human rights governance, including oversight by our Global Human Rights Counsel, who is responsible for leading the coordination of our human rights program across all businesses and relevant functions.

PROHIBITION OF CHILD LABOR

Thermo Fisher prohibits the use of child labor. The minimum age for full-time employment must be the higher of (i) fifteen (15), (ii) the age for completing compulsory education, and (iii) the legal minimum age for employment under applicable local laws and regulations. Additionally, Thermo Fisher may not employ children under 18 years of age for work that is likely to jeopardize their health or safety. The use of legitimate workplace learning programs, which comply with all laws and regulations, is supported.

PROHIBITION OF FORCED LABOR/PRISON LABOR/TRAFFICKING IN PERSONS

Thermo Fisher prohibits the use of forced or bonded labor (including debt bondage), human trafficking, modern slavery or any other exploitative labor practices (collectively referred to as "forced labor") in our business and value chain. Thermo Fisher is prohibited from engaging in any form of forced labor, including using forced labor in the performance of work, including directly or indirectly sourcing goods, wares, articles, or merchandise (including parts and components) mined, produced, or manufactured wholly or in part by forced labor.

- All work must be voluntary, and workers shall be free to leave work at any time or terminate their employment without penalty.
- Thermo Fisher shall not retain, destroy, conceal, confiscate, or withhold any worker's identity or immigration documents, such as government-issued identification, passports, or work permits, unless required by law.
- Thermo Fisher shall not collect recruitment fees from workers. Nor shall workers be required to pay employers' agents or sub-agents' recruitment fees or other related fees for their employment.

NON-DISCRIMINATION AND EQUAL OPPORTUNITY

We strive to provide an inclusive environment free from all forms of discrimination and harassment on the basis of sex (which includes pregnancy, childbirth, breastfeeding, or related medical conditions, the actual sex of the individual, or their gender identity or gender expression), race, color, religion (including religious dress practices and religious grooming practices), sexual orientation, national origin, ancestry, citizenship, marital status, familial status, age, physical disability, mental disability, medical condition, genetic information, protected veteran or military status, or any other protected classes which may exist under applicable law. Thermo Fisher employees are expected to treat co-workers, customers, and business partners with dignity and respect. We are committed to providing a workplace free of sexual harassment as well as harassment based on any of the factors described above.

It is Thermo Fisher's policy to afford equal opportunity for employment to all individuals. We do not tolerate discrimination, harassment or retaliation on the basis of the factors described above, regardless of whether the discrimination, harassment and / or retaliation occurs directly or indirectly. Our commitment to equal employment opportunity applies to recruitment, hiring, promotion, demotion, transfer, discipline, layoff, termination, rates of pay, selection for training, and every other type of pre- and post-employment personnel activity, with due regard to an individual's job-related qualifications and abilities, with or without reasonable accommodation. Anyone engaging in conduct prohibited by this policy is subject to disciplinary action up to and including termination of employment.

REASONABLE ACCOMMODATION

Thermo Fisher will endeavor to make a reasonable accommodation to the known physical or mental limitations of qualified employees with disabilities unless the accommodation would impose an undue hardship on the operation of our business. If any employee believes he or she needs assistance to perform his or her job duties because of a physical or mental condition, please contact Human Resources.

Thermo Fisher will endeavor to make a reasonable accommodation for an employee's religious beliefs. If any employee believes he or she needs a religious accommodation to perform his or her job duties, please contact Human Resources.

FAIR TREATMENT

Thermo Fisher shall provide a workplace free of harsh and inhumane treatment, including any sexual harassment, sexual abuse, corporal punishment, mental or physical coercion, bullying, public shaming, or verbal abuse and no threat of any such treatment.

Thermo Fisher shall not hire or use public or private security forces, unless such forces are given detailed and appropriate instructions and are responsibly overseen in such a way as to prevent human rights abuses.

WAGES, BENEFITS AND WORKING HOURS

Thermo Fisher adheres to applicable wage laws, including minimum wages, overtime hours and mandated benefits, and those regarding maximum number of working hours. Thermo Fisher shall communicate with employees on the basis on which they are being compensated in a timely manner. All overtime must be voluntary.

FREEDOM OF ASSOCIATION

Open communication and direct engagement with workers to resolve workplace and compensation issues is encouraged. The Company shall respect the rights of workers, as set forth in local laws, to associate freely, join or not join labor unions, bargain collectively, seek representation, and join workers' councils. Workers shall be able to communicate openly with management regarding working conditions without threat of reprisal, intimidation, or harassment.

HEALTH AND SAFETY

Thermo Fisher and its employees are expected to operate in accordance with The Thermo Fisher EHS Policy.

WORKER PROTECTION

Thermo Fisher is committed to providing a healthy and safe workplace for our workers, along with protecting the communities in which we operate. Thermo Fisher will seek to provide a safe and healthy workplace in compliance with laws and regulations. Thermo Fisher shall seek to protect workers from over exposure to chemical, biological and physical hazards, physically demanding tasks in the workplace and in any company-provided living quarters. Thermo Fisher shall provide appropriate resources to manage workplace safety and to promote workers' understanding and proper application of safety practices and procedures.

EMERGENCY PREPAREDNESS AND RESPONSE

Thermo Fisher shall maintain processes designed to identify and assess emergency situations in the workplace and to mitigate their impacts by implementing emergency plans and response procedures.

HAZARD INFORMATION

Safety information relating to hazardous materials, including biological agents, genetically modified organisms, pharmaceutical compounds and pharmaceutical intermediate materials, shall be available to educate, train and protect workers from hazards.

ENVIRONMENTALLY RESPONSIBLE PRACTICES

Thermo Fisher seeks to promote environmentally responsible processes. We shall take reasonable efforts to identify the environmental impacts of our business and mitigate adverse impacts on the community, environment, and natural resources. We will aim to conserve natural

resources, to avoid the use of hazardous materials where practicable and to engage in activities that reuse and recycle. Thermo Fisher shall take reasonable steps to prevent harm to soil, land, and water supplies, air quality, or cause noise emissions, in each case, that could impair access to drinking water supplies, food supplies, access to sanitary facilities or that otherwise harms the health and livelihood of individuals.

STAKEHOLDER ENGAGEMENT AND PROGRAM EFFECTIVENESS

Thermo Fisher engages transparently and collaboratively with our stakeholders to support the effectiveness of our human rights program. We monitor best practices through external engagement with human rights peer networks, governments, regulators and nongovernmental organizations. Active engagement and feedback support the continuous improvement of our approach, and stakeholder perspectives are considered in the ongoing enhancement of our policies and due diligence processes.

REPORTING MECHANISM

We encourage reporting and offer a number of resources for the reporting of illegal or unethical behavior in our operations or in our supply chain, such as our confidential Global Ethics Hotline ("Ethics Hotline"). The Ethics Hotline is our telephone and web-based hotline maintained by a third party for the purpose of gathering information regarding compliance and ethics concerns. It is available to colleagues, customers and other external stakeholders such as suppliers and workers in the supply chain, to raise concerns, anonymously if requested, related to any issue, observed or suspected, including human rights issues, and violation of any law, regulation, or any Company policies.

In addition, and in line with our company's value of Integrity, anyone can report human rights-, ethics-, and compliance-related concerns directly to any level of internal leadership, as well as to Legal or Human Resources representatives.

Reports of violations of law, or any Company policies are reviewed, and as appropriate, rigorously investigated and documented in accordance with Company procedures.

Our non-retaliation policy strictly prohibits retaliation against any person who lawfully and in good faith seeks advice, raises a concern, reports misconduct, or provides information in an investigation.

Policy Owner	General Counsel
Effective Date	26 October 2026