



# Corporate Social Responsibility

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**ThermoFisher**  
SCIENTIFIC

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We have one Mission:  
to enable our customers to make the world  
**healthier, cleaner and safer.**

Thermo Fisher Scientific is the world leader in serving science, generating \$17 billion in annual revenue. Customers worldwide trust the tools and solutions available through our premier brands to help them accelerate innovation and enhance productivity.

**Together, we are making a difference in the world.**

## Letter from our CEO

At Thermo Fisher Scientific, everything we do begins with our Mission — to enable our customers to make the world healthier, cleaner and safer. To fulfill our Mission, we have a remarkable team of colleagues who bring unique perspectives and talents. Their dedication leads to innovative technologies that help our customers address some of society’s most pressing challenges, including treatment of disease, access to clean water and ensuring the safety of our communities.

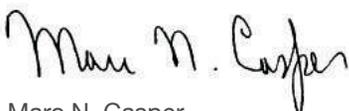
Our corporate social responsibility (CSR) strategy consists of three elements: business sustainability, employee involvement and philanthropic giving. Each is inextricably linked and together help us fulfill our Mission. This report will highlight the significant impact and progress we’ve made during 2015 through our commitment to CSR as a key contributor to our growth.

**Business Sustainability.** Through continuous improvement, we develop products that meet customer needs while furthering our objective to be an environmentally responsible business.

**Employee Involvement.** Our commitment to becoming one of the world’s most admired companies means investing in ongoing opportunities for employee development in a diverse and inclusive environment.

**Philanthropic Giving.** Through focused investments in science, technology, engineering and math, we hope to inspire the next generation of scientists who will fulfill our Mission.

As the world leader in serving science, we are committed to upholding the highest standards in our interactions with customers, our colleagues and the communities in which we live and work. I am proud of our company’s contributions and the many ways we can make a difference in the world by keeping our Mission at the forefront of everything we do.



Marc N. Casper  
President and Chief Executive Officer



Marc N. Casper  
President and CEO



# business sustainability

Succeeding as a sustainable company in today's economy requires vigilance. We must remain relevant and important to our customers. Stable and forward-thinking for our investors. And constantly aware of the impact our business has on the world. We meet these challenges by:

- Providing innovative products for our customers
- Increasing productivity through our Practical Process Improvement Business System
- Maintaining a safe work environment for our employees
- Continually reducing the resources and waste that our facilities and products consume and produce



# Innovating for a better world

As an industry leader, we have a responsibility to continually seek new ways to facilitate and accelerate discovery for our customers. Our innovative solutions enable our customers to make the world healthier, cleaner and safer.

## \$700M R&D SPEND

### A world without cancer

The scientific and medical communities are in the pursuit of a lifetime: finding a cure for cancer. We partner with customers in the pharmaceutical industry as well as research and diagnostic laboratories to develop innovative solutions across the healthcare continuum for cancer, from detection to drug discovery. This includes our award-winning Thermo Scientific Orbitrap Fusion Lumos Tribrid Mass Spectrometer, named Best New Drug Discovery Product of 2015 by the SelectScience™ readers and contributors.

The next-generation Orbitrap Fusion instrument is empowering scientists to perform more comprehensive sample analyses faster and with better accuracy. At the Biotech Research and Innovation Centre at the University of Copenhagen, it's being used along with our next-generation sequencing technologies to determine how specific cancer mutations target and damage the protein signaling networks within human cells. Relating this genomic data to proteins may result in the development of new targets for pharmaceutical drugs – and new hope for cancer patients worldwide.



### A world with cleaner water

Our products and resources are being used to provide global communities with access to one of life's most basic necessities: clean water. We partner with several governments and nonprofit organizations to ensure proper monitoring of water contaminants, which is the first step in providing clean water to enable communities and their residents to thrive.

Having passed the stringent CCEP test in China to qualify for environmental testing, the Thermo Scientific Orion 3106 water analyzer can be used to determine whether water can be safely discharged from treatment facilities to rivers and reservoirs. With this technology available, rural communities in China will benefit from cleaner water sources.



Tianjin  
City Center

## A world that can respond to disaster

When disaster strikes, having the proper equipment, training and resources can help save lives. Through innovative technologies and vast supply chain resources, Thermo Fisher provides solutions needed to keep people safe, including first responders.

The explosion in Tianjin was one of the worst disasters in China in 2015. More than 170 people lost their lives and hundreds more were injured. The Thermo Scientific FirstDefender RMX and TruDefender FTX handheld analyzers, enabled first responders to safely, accurately and quickly test thousands of samples for chemical contamination. Providing on-site analysis of chemicals improved their understanding of the situation and kept both first responders and the surrounding communities safe.

In 2015, the Thermo Scientific Gemini handheld analyzer was honored as one of R&D™ magazine's Top 100 Innovations with Editor's Choice honors, as well as a Bronze Innovation award at EuroPolTech. The Gemini analyzer can help prevent disasters by detecting the chemicals used in certain explosives.



Thermo Scientific  
TruDefender FTX

# Making a positive impact

With customers across many end markets, including pharma and biotech, diagnostics and healthcare, industrial and applied, and academic and government, we are in a unique position to help accelerate innovation and enhance productivity for our customers.

Our green leaf-labeled products provide our customers with product alternatives that are less hazardous, are more energy-efficient, create less waste, or use sustainable packaging.



3,000+

GREEN LEAF – LABELED SKUs AVAILABLE

800+

NEW GREEN LEAF SKUs ADDED IN 2015



Thermo Scientific Nunc conical tubes are now packaged in a compact, recyclable rack that eliminates the need to dispose of expanded polystyrene (EPS) racks in the landfill after use.

## Cold storage: sustainability without sacrifice

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 – will take place over a five-year period ending in 2020, and will provide a 49-percent reduction in CO<sub>2</sub> emissions. In that same time period, we also plan to reduce the energy consumption of these products by more than 50 percent.

Our new Thermo Scientific TSX Series ultra-low temperature freezer uses innovative technologies to reduce energy consumption and CO<sub>2</sub> emissions by 50 percent compared to conventional freezers. The TSX uses natural refrigerants (water-blown foam); is produced in a zero-waste-to-landfill production site; and is compliant with the EPA's Significant New Alternatives Policy (SNAP).



### TSX highlights

50% lower energy consumption

20% increase in storage capacity

9% reduction in physical footprint

manufactured in zero-waste-to-landfill site

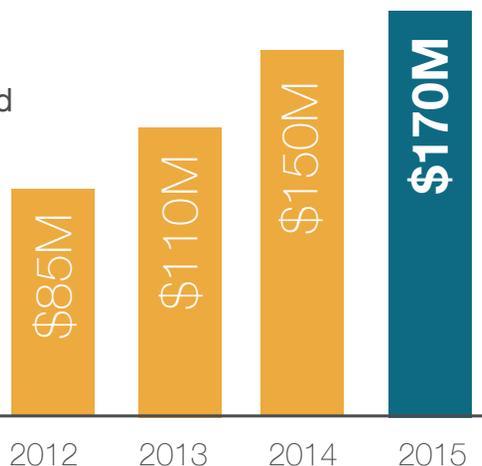
# Pursuing better paths forward

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**

# Prioritizing environmental, health and safety

As a responsible corporate citizen, Thermo Fisher is committed to protecting the environment as well as the health and safety of our colleagues, customers and the communities where we operate. Additionally, our commitment to environmental, health and safety (EHS) helps us achieve our business goals by enabling productivity and quality improvements, reducing costs associated with lost-time injuries or environmental issues, and creating a strong culture of employee involvement. Examples of the excellent progress we've made are shown below.

## From trash to treasure

Much of our extensive R&D 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.



## Environmental facts



2% reduction in greenhouse gas emission (data normalized by annual revenue)



15,612 cubic meters of water saved



9,000 tons of waste recycled

## Keeping our employees safe

Our employees are what make our company great. That is why we take our commitment to their safety seriously. Over the last four years, our EHS teams have reduced our lost-time injury rate (LTIR) — a standard industry metric that measures the number of injuries resulting in lost productive time per 1 million man-hours worked — by 46 percent, to 0.48 in 2015.

34 SITES WITH 1M+ HOURS WORKED WITHOUT INJURY





*“The employees in Carlsbad have really embraced the idea that everyone should return home from work safely. The VPP certification is testimony to how we have created a culture where everyone within the organization takes responsibility for safety”*

– Merete Miles, Global EHS Director

## Culture of safety

“Safety First” is a culture that has grown through employee awareness at many of our manufacturing facilities. In 2015, our site in Carlsbad, California was awarded the prestigious Voluntary Protection Program (VPP) certification from the Occupational Health and Safety Administration (OSHA). VPP certification is a distinction given to organizations that excel beyond Cal/OSHA standards in implementing an effective, site-specific health and safety program that provides the best possible protection for employees.

The Carlsbad team focused on three things in preparation for certification: commitment of leadership, an active grassroots safety program, and a firm belief that all injuries can be prevented.

Carlsbad joins the 12 other Thermo Fisher sites who hold OSHA VPP, or equivalent, certifications worldwide.



# employee involvement

Shaping a great culture is beneficial to employees in many ways. It also leads to better outcomes for our customers. We value the diversity of backgrounds, lifestyles and ideas that make each of our employees unique. Different perspectives can bring innovative solutions for workplace and process challenges. So we do our best to create an environment where all of our employees have access to the right resources, programs and internal company networks to nurture their success, including:

- Employee involvement surveys
- Talent development curriculum
- Unique benefit offerings
- Employee-led community and diversity-focused groups



50,000

EMPLOYEES  
GLOBALLY

50

COUNTRIES

41%

WOMEN IN THE  
WORKFORCE

## Ensuring our employees' voices are heard

At Thermo Fisher, we make sure that our employees have a voice, and that leadership hears and responds to feedback. That's why we've implemented an annual 43-question Employee Involvement Survey that gives all employees the opportunity to provide valuable input on:

- Company leadership and effective management
- Inclusion: fostering a workplace where employees are valued for their individual differences
- Involvement: employee commitment to the company

The 2015 results showed higher scores on all 43 questions compared to the previous year.

40,000+

EMPLOYEE SURVEYS  
COMPLETED

90,000+

FREEFORM COMMENTS

+4.6%

COMPOSITE SCORE

*“Ultimately, our goal is to involve and inspire all of our colleagues so they can reach their full potential and achieve their career aspirations here at Thermo Fisher Scientific. And we know that when our colleagues are passionate about what they do, our customers will benefit.”*

**— Marc N. Casper, President and CEO of Thermo Fisher Scientific**



40

DEVELOPMENTAL  
TOPICS

200

LEARNING  
SOLUTIONS  
AVAILABLE

## Equipping talent with the tools to grow

We invest heavily in helping our employees achieve their full potential and career aspirations. Thermo Fisher University, a robust online learning platform, gives employees worldwide on-demand access to hundreds of learning solutions, including e-learning courses, videos, articles, book summaries and more.

We believe that having strong managers is critical to developing and retaining talented employees. So we launched many new programs in 2015 to help teach, coach and empower our managers to be at their best.

Developing capable leaders is also a key focus of ours. Our leadership development strategy is anchored in four core programs, including: “Developing Frontline Leaders,” “Developing Emerging Leaders,” “Role of the Leader” for our mid-level colleagues, and our “Global Leadership Program” for executives. Each program includes relevant business simulations covering topics such as driving change, leading through innovation and creating and executing strategy.

# Offering benefits beyond the norm

We take our responsibility for providing a productive and positive work environment very seriously. As a result, we provide a competitive benefit plan that includes health, vision and dental coverage; 401k options; employee assistance programs for unique hardship situations; flexible work schedule options; tuition assistance for educational programs related to the employee's role; and many other options that help nurture happy, healthy and successful employees.

Extended employee benefits include:



**Adoption assistance**  
and *in vitro* fertilization coverage



**8 Hours per year**  
of paid volunteer time



**Discount program**  
for employees



**Commuter benefits**  
for public transit users



**PTO donation**  
to help colleagues in tough times



**IMPACT program**  
(see below)

## Making a lifesaving IMPACT for employees with cancer

Through innovative technologies and scientific expertise, Thermo Fisher empowers our customers to help improve patient diagnostics worldwide. And we believe our employees should have access to the same leading-edge science they help deliver every day. One employee, in particular, has experienced the profound difference it can make.

Larry, a Thermo Fisher business excellence specialist, received a stage IV lung cancer diagnosis and was told the devastating news that he had only a year to live. Through our Individualized Medical Pathways for Advanced Care and Treatment (IMPACT) program, Larry received a second opinion with in-depth testing that revealed a life-changing revelation: He had been misdiagnosed. Had Larry pursued treatment based on the initial finding, he most likely would not be here today to share his remarkable story.

The IMPACT team, led by licensed and board-certified genetic counselors, offers unprecedented high-touch support, linking participants like Larry to fully customized services that may include second opinions, advanced research insights, clinical trial matching and access to cutting-edge tests not typically covered by most companies' health insurance plans.

The program exemplifies how scientific innovations are empowering individual solutions that save lives.



*"I know firsthand that what we do at  
Thermo Fisher Scientific saves lives."*  
– Larry, business excellence specialist

# Fostering global diversity and inclusion

Diversity and inclusion (D&I) at Thermo Fisher is integral to our growth strategy and aligns with our 4i values of Integrity, Intensity, Innovation and Involvement. We recognize that by valuing and promoting a culture of diversity and inclusion, we enable our employees to contribute their unique perspectives and to fully leverage their individual talents.

Highlights of our progress since we started our D&I journey in 2012 include: partnering with external organizations that promote diversity, providing employees with D&I training, fostering inclusion through a global webinar series and creating employee resource groups (ERGs).



2 NEW ERGs LAUNCHED



NSHSS  
The National Society of High School Scholars



The nonprofit Pacific Southwest Minority Supplier Development Council recognized Ed Weil, manager of the Life Sciences Solutions' supplier diversity program, as 2015 Corporate Advocate of the Year.

## Education and awareness

We provide employees with foundational diversity and inclusion skills, and we support career development opportunities to enable the company to facilitate achievement of business goals. Training is available for employees at all levels within the organization.

13 GLOBAL WEBINARS SPONSORED BY THE OFFICE OF D&I

9,000+ EMPLOYEES TRAINED

### EXECUTIVE WEBINAR SERIES

LAUNCHED TO CONNECT LEADERSHIP AND EMPLOYEES



From left to right: Karen Kirkwood, VP of Corporate Communications; Marc Casper, President and CEO; and Alan Nevel, VP of Diversity and Inclusion, speak to employees worldwide during the "Enhancing our culture to achieve our Vision" executive webinar.



## Empowered employees champion change

ERGs are employee-led groups intended to positively impact the company's growth by providing a voice of diverse thinking. By forming strategic external partnerships, ERGs provide career development opportunities for employees, contribute to company recruiting efforts, and facilitate achievement of business goals.

Two new global ERGs launched in 2015 with powerful goals that support our overall objectives:

- Lesbian, Gay, Bisexual, Transgender and Allies (LGBTQA) ERG – Empower Thermo Fisher to serve as an example of best practices for creating an inclusive and affirming workplace where LGBT and non-LGBT employees feel empowered to be their whole and true selves at work.
- PossAbilities ERG – Promote awareness and understanding of employees with differing abilities and provide support for them, their families and the community.



6 ERGs

62 ERG CHAPTERS

7,500+  
EMPLOYEES PARTICIPATING IN ERGs

# philanthropicgiving



Who influenced Newton, Einstein or Marie Curie early in life? When was their passion for discovery and creation ignited?

At Thermo Fisher Scientific, we 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.

That's why our philanthropic efforts – many of which are done through the Thermo Fisher Foundation for Science – focus on providing financial, in-kind and volunteer support to promote STEM education, and inspiring students to pursue careers in those critical areas.

# Partnering for progress

Our partnerships with nonprofit organizations that promote STEM education enable us to not only support successful programs, but also to provide employees with additional volunteer opportunities.

In 2015, our corporate grants supported a range of STEM-related activities, including: extended after-school learning opportunities for kids in inner-city schools, training for teachers in advanced placement classes and mentoring of college students through entrepreneurship competitions. Those partnerships had a direct impact on thousands of teachers, students and employees.



## Our impact



**115,000**  
MEALS PACKAGED, SUPPORTING  
**2,600** STUDENTS  
FOR ONE YEAR

Our support of STEM education goes beyond the lesson plan. For more than three years, we've partnered with Stop Hunger Now to organize employee-led meal-packing events around the world. These events help get food to students in need, nourishing their bodies to fuel their learning.



# Donating products to help change the world

The products 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 hands-on activities in laboratories.

\$2.1M

IN PRODUCTS DONATED THROUGH IN-KIND CONTRIBUTIONS



## Exposing students to advanced instrumentation

We donated a Thermo Scientific TSQ Quantum Ultra Triple Quadrupole Mass Spectrometer System and Thermo Scientific Dionex Ultimate 3000 UHPLC System to Students 2 Science (S2S). These instruments will enable S2S to perform high-level quantitation of their routine laboratory analysis while providing the functionality and flexibility to expand their scientific research efforts and methods.



# Matching our employees' passion and generosity

We encourage our employees to pursue their own philanthropic passions. And to help them make an even bigger impact on causes and organizations close to their hearts, we established an internal Employee Matching Gift program. Through this program, Thermo Fisher provides a 50% match of employee contributions to their charitable organizations of choice.

\$1.2M

IN MATCHING GIFTS

1,390

NONPROFITS SUPPORTED



# Investing in tomorrow's leaders

In 2015, more than 180 students benefited from Thermo Fisher's two scholarship programs: one open to any qualified students pursuing degrees in STEM disciplines, as well as the merit-based Thermo Fisher Scientific Children of Employees scholarship program. One of those students was Paige Hoerle, daughter of Rhonda Hoerle, industry director of pharma sales at Thermo Fisher.

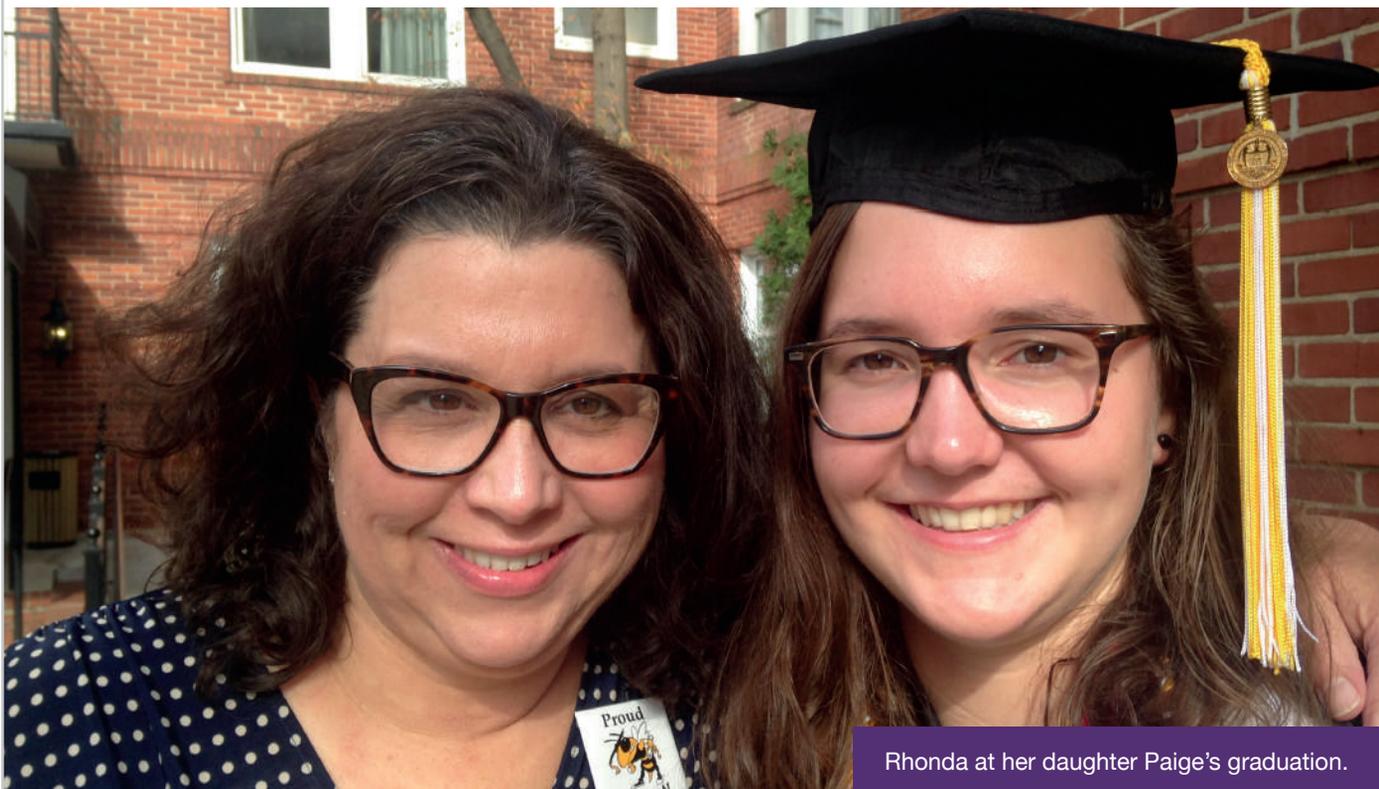
As a child, Paige dreamed of providing basic necessities like clean water for those in need. After recently graduating with the highest honors in environmental engineering from the Georgia Institute of Technology in the U.S., she's prepared to make those dreams a reality. Thermo Fisher supported Paige's passion for making the world a better place.

"I expect my children to contribute financially toward a portion of their college expenses," Rhonda explained. "And thanks to this scholarship, Paige will graduate with minimal student loans. The scholarship she received from Thermo Fisher freed Paige up to pursue her academics with increased intensity while allowing involvement in several service organizations. I am so proud of her."



Paul Mack, Sr. Applications Scientist, explains the uses and advantages of the Thermo Scientific ESCALAB 250Xi XPS Microprobe to the STEM scholars from Imperial College.

 180+  
STUDENTS SUPPORTED  
THROUGH SCHOLARSHIPS



Rhonda at her daughter Paige's graduation.

# Inspiring the next generation

We've developed three unique STEM education programs that leverage our extraordinary internal capabilities, including our products and employees, to inspire the next generation of scientists and engineers.

## Our impact

 442  
SCHOOLS

 1,200+  
TEACHERS

 21,000  
STUDENTS



The Innovation Nation program connects students with Thermo Fisher employees who inspire them to make a difference in the world by pursuing one of many available career paths in STEM.



What started as a small competition in just a few schools has grown to reach the entire state of Pennsylvania and areas of Massachusetts. To be successful in the STEM Design Challenge, students must work in teams to find creative solutions for solving open-ended challenges.



We created the STEM-credible Kit Program to address the shortage of supplies for students doing hands-on science in schools. The program provides employees with an opportunity to learn about our PPI Business System while packaging kits to be used in science classrooms. The kits include personal protective equipment so students can conduct experiments in a safe and fun environment.





## A very special delivery

In 2015, employees near Boston, Massachusetts collaborated to form a meaningful partnership with the Boston Renaissance Charter Public School. The partnership began with a team of 60 employees assembling 400 STEM-credible lab safety kits. A separate team then delivered the kits and demonstrated the power of STEM and lab safety by leading students through an Innovation Nation strawberry DNA extraction lab.

This partnership highlights the impact that our STEM Education programs can have on both the communities where we live and work, and on our employees.



**Eugene, Oregon:** Over the last 10 years, we've partnered with George Fox University to provide students with insight into how they can make a difference through science and innovation. Students meet our scientists and get hands-on experience with some of our instruments.



**Waltham, Massachusetts:** Through the STEM-credible Kit program, our employees packed and donated 700 lab safety kits to students around the Boston area.



**California:** More than 70 employees participated in Bay Area and San Diego science festivals, conducting a variety of hands-on STEM activities for over 38,000 attendees.

## Community action with global reach

43,917 VOLUNTEER HOURS LOGGED IN 2015



**Mexico City, Mexico:** During Customer Service Week, employees incorporated our 4i value of Involvement to support the community. Employees planted trees and picked up 1,100 pounds of trash in La Hoja Park, making it cleaner and more enjoyable for kids to play in.



**Sao Paulo, Brazil:** Through a partnership with Ciranda Urbana, over 30 employees read to children in impoverished communities and then donated 100 books to the organization to benefit students.





**Ashford, UK:** As part of Innovation Nation, students were invited to our facility to learn about the injection molding process. Afterward, students used the process to injection-mold a DNA double helix that they took home.



**Lithuania:** Thermo Fisher was recognized by Investors' Forum in 2015 as the "Most Responsible Company" in Lithuania, partly for our efforts to promote STEM education and careers. The Lithuania CAC helped champion those efforts by leading important initiatives that included bringing advanced bioscience education to 170 schools and nearly 4,000 students via the Mobile Bioclass.

Our Community Action Councils (CACs) empower employees to give back to their communities in ways that are personally relevant to them. This map highlights the incredible impact these employee-led groups — present at more than 40 Thermo Fisher sites around the world — are making by organizing, promoting and coordinating volunteer activities at the local level.



**Shanghai, China:** We launched the "Little Scientist" program, which provided 600 students in grades four through six with kits to perform up to 10 different experiments in the classroom or at home.



**Mumbai / Bangalore, India:** Volunteers gathered to pack 75,000 meals to support students in underprivileged areas as well as provide relief efforts following flooding in Chennai and Tamil. Volunteers set a record by packing 25,000 meals in under 45 minutes.



**Shah Alam, Malaysia:** Employees taught more than 60 children from local orphanages about science through a range of fun and fascinating experiments, including building a volcano out of baking soda and vinegar, and creating an eruption from Mentos candy and soda.

This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. We recognize the GRI as the world's most widely used standard for sustainability reporting, and are in the process of aligning the report with those standards we have used. The indicators listed below as the foundation of our CSR report depict the initial progress we have made in aligning our report to the GRI, and we will continue to use the GRI as the standard and goal for reporting future CSR information. For more about the Global Reporting Initiative, visit [globalreporting.org](http://globalreporting.org).

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