

The world leader in serving science



Our mission in action

2014 Corporate Social Responsibility Report

ThermoFisher
SCIENTIFIC

Thermo Fisher Scientific's Corporate Social Responsibility (CSR) strategy consists of three elements: our business, our employees and our giving. Each is inextricably linked with our operations and with each other. Each is also aligned with our 4i Values: Integrity, Intensity, Innovation and Involvement. Our commitment to CSR helps to strengthen our company's culture and inform our day-to-day decision making.



OUR BUSINESS

Our sustainable business practices are a key part of our commitment to our Mission. We strive to develop products that meet customer needs and set new industry standards, while remaining an environmentally responsible business, focused on operational excellence.



OUR EMPLOYEES

Our commitment to being an employer of choice in the global talent marketplace means investing in ongoing opportunities for employees to continuously learn and develop in a diverse, inclusive, safe and productive workplace.



OUR GIVING

We serve the communities in which we live and work by providing not just financial support to causes that align with our Mission, but by lending our expertise through hands-on service programs and involving our employees so they can make a difference.



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Making progress

2014



Everything we do starts with our Mission: to enable our customers to make the world healthier, cleaner and safer. Our corporate social responsibility strategy helps us to fulfill our Mission, and we are proud of the work we do to enable our customers to achieve their goals.

For instance, in 2014 we provided our innovative technologies and services to help contain the Ebola outbreak and keep responders safe, monitor the effect of volcanic gases on our climate, develop tests to more rapidly identify contaminated food and provide forensics evidence that can help solve crimes. Our Corporate Social Responsibility (CSR) strategy makes our company better, involves our colleagues and, ultimately, allows us to make a difference in the world.

MAKING A DIFFERENCE THROUGH CONTINUOUS IMPROVEMENT

We are committed to continually improving the products and services we provide to our customers, and Practical Process Improvement, or PPI Business System, is how we put this into practice. In 2014, PPI helped to advance both our business sustainability efforts and our CSR activities. For example, 13 of our sites have now achieved Zero Waste certification status, collectively keeping an estimated 4,000 metric tons of waste out of landfills. We also developed a new energy reduction target to increase efficiency in our facilities and reduce the impact we have on the environment.

MAKING A DIFFERENCE THROUGH OUR PEOPLE

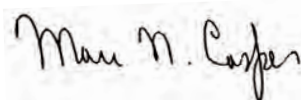
Across 50 countries, our 50,000 colleagues are dedicated to making us one of the world's most admired companies. In keeping with our continued growth during 2014, we expanded our Community Action Councils. These hands-on groups provide opportunities to develop new skills while giving back to the communities where we live and work. I'm inspired by the thousands of hours our colleagues volunteered with organizations that support education, community improvement, and health and wellness. Other workplace programs, such as our Women's, African Heritage, Millennials' and Veteran's Employee Resource Groups, are helping our colleagues to share their unique experiences and embrace differences to drive growth.

MAKING A DIFFERENCE THROUGH GIVING BACK

We expanded our Charitable Giving Program in 2014 to make it even easier for our colleagues to donate and request matching funds for some of their favorite charities. Including both individual and company contributions, we donated more than \$1 million throughout the year. In addition, our scholarship program and science, technology, engineering and math (STEM) outreach programs gave students around the world the opportunity and the confidence to pursue STEM subjects – from grade school through advanced university degrees.

In this report, you'll read about many other examples that demonstrate how we're advancing our CSR journey – and our business. We're proud of our accomplishments, but recognize that we have more work to do. As we set our sights on achieving our Vision for 2020, business sustainability, employee involvement and charitable giving will be critical elements of our strategy. We're making great progress and strengthening our position as the leader in our industry.

Sincerely,



Marc N. Casper
President and Chief Executive Officer



Business Sustainability

Improving CSR by increasing productivity: Practical Process Improvement

KEEPING OUR TEAMS SAFE AT WORK

38

SITES WITH 1 MILLION+
HOURS WORKED
WITHOUT A LOST-
TIME INJURY

LOST-TIME
INCIDENT RATE
(LTIR) IS 94%
BETTER
THAN INDUSTRY
AVERAGE

0.52



Reducing Our Carbon Footprint

We reduced greenhouse gas emissions by 10% from 2013 to 2014. We also continue to seek new opportunities to use renewable energy sources. Our progress on these fronts is benchmarked as part of our annual response to the Carbon Disclosure Project.

Meeting the needs of our customers, employees, investors and communities fuels our commitment to business productivity, operational efficiency and sustainable growth. Practical Process Improvement (PPI) is a core operational discipline that supports our growth. Our PPI Business System drives continuous improvement toward our objective of serving our customers while enhancing our progress in CSR. PPI is not just a system for managing business operations; it's part of our company's fabric.

Through PPI-driven initiatives in 2014, we achieved \$150 million in productivity savings and waste reduction. Since we began tracking this data in 2012, the cumulative savings driven through our PPI process have exceeded \$300 million. These initiatives include both product innovation – such as improvements that reduce the resources used in the manufacture, transportation, customer use or disposal of products – and performance improvements in every aspect of our operations, including reducing waste and increasing the use of renewable energy at our facilities. Some highlights include:

- Working with global health agencies to help fast-track a new test for the Ebola virus

- Introducing reusable slides that will eliminate 49 metric tons of waste
- Achieving Zero Waste – a 90% diversion of non-hazardous wastes from landfills at 13 sites

As part of continuing programs driven by PPI, we are boosting productivity and reducing waste as a result of:

- Implementing electricity efficiency programs
- Developing reusable packaging
- Increasing recycling and reducing landfill impact
- Improving space efficiency to reduce the need for new buildings as the company grows
- Launching health and wellness initiatives that result in fewer lost-time injuries and a healthier, safer workplace

MAKING PROGRESS

\$112M to
\$150M

Productivity savings through PPI initiatives: 2013 vs. 2014



Water Savings

The elutriation process for the Applied Biosystems™ POROS™ chromatography resin manufacturing previously required cycle times of 14 and 21 days when the resin beads were constantly flushed with water. We were able to reduce the cycle time of each process to 6 days, while preserving product quality. This reduces water use and wastewater by 60%. This innovation also saves 7,100 kg of ethanol annually, and requires fewer labor hours and inventory carrying costs, while eliminating future space requirements and capital costs for new elutriation cones.

The final step of the POROS chromatography resin manufacturing requires constant water flow through elution cones (pictured at left). Increasing the flow rate of the water allowed for a reduction in the total time required for this step and an annual water savings of nearly 1,325 cubic meters (350,000 gallons).



Supporting the Global Ebola Response

In the wake of the deadly impact of the recent Ebola epidemic, Thermo Fisher worked closely with global health agencies – including the World Health Organization and the U.S. Centers for Disease Control – to help contain the outbreak. An internal cross-functional team began meeting daily, coordinating with their counterparts at the agencies, public health labs and other partners around the globe. During these meetings, the team shared their expertise in managing public health emergencies, helping to ensure that instruments, consumables and reagents and safety gear were available and suitable for use in remote areas.



A Better Environment, Inside and Out

The new Thermo Scientific™ TSX Series ultra-low-temperature freezer operates at -80° C while consuming 50% less energy than previous models (less than 9 kw hours per day). The TSX uses natural hydrocarbon refrigerants, and is manufactured in a Zero Waste facility.



Business Sustainability



Countess II FL Automated Cell Counter is designed to work with reusable glass slides, which significantly reduces the long-term cost of automated cell counting.

Leading the Way with Reusable Slides

Disposable acrylic slides may seem like an inconsequential matter. But by introducing a reusable slide, we enable our customers to reduce the waste generated when they use our products. When consumption volume is high, the savings driven by even a small product add up. Over the next five years, the Countess™ II FL Automated Cell Counter, together with the industry-exclusive reusable glass slide, will eliminate the need for an estimated 49 metric tons of boxed slides that would otherwise have to be shipped to customers and ultimately disposed of in landfills.

Setting Green Standards with Centers of Excellence

In 2014, Thermo Fisher Scientific opened its newest Center of Excellence in Fremont, California.

- HVAC designed to operate 17% more efficiently than energy code requirements
- Reserved parking and charging stations for low-emission and fuel-efficient vehicles
- Recycled steel for more than 90 percent of the building's structural steel
- Native plant landscaping for near-zero exterior water use



10,000

Metric tons diverted from landfills

Reducing Waste for Customers

Each year, we ship hundreds of thousands of products – and manuals – to customers. By delivering these manuals electronically instead, we have reduced paper use, minimized customer waste and reduced costs. In 2014, we eliminated an estimated 468,000 paper manuals and reduced costs by \$331,000.



13

Sites have achieved zero waste certification

10%

Reduction in greenhouse gas emissions

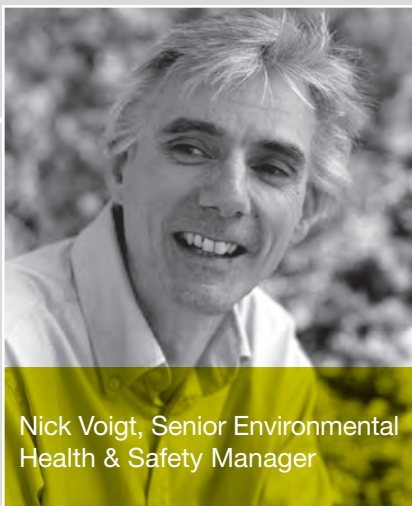


(data normalized by annual revenues)



13,760

Cubic meters (3.6M gallons) water saved



Nick Voigt, Senior Environmental Health & Safety Manager

“The decision to become Zero Waste came about because our employees wanted us to do good by the environment, and our customers were inquiring as to what we were doing to drive down our energy consumption and waste generation.”

When Achieving Zero is the Goal

Just as we strive to reduce our energy footprint, we also seek to reduce our output of landfill waste. For the Inchinnan, Scotland, site – one of 13 to have achieved Zero Waste Certification to date – the decision to pursue that certification was driven by two groups of stakeholders. Nick Voigt, Senior Environmental Health & Safety Manager for the site, said the decision came about through employee involvement and listening to our customer needs.

A site trying to reduce waste has much in common with a person on a diet trying to reduce his or her waist – the biggest challenge is maintaining momentum. It’s also important to rethink established consumption habits, and get as many people involved as possible. Says Voigt, “Zero Waste is more than just recycling. It forces you to think more broadly about ways to reuse materials and avoid extra cost and waste from the start. Waste reduction is often left to facilities teams to manage, but we knew we needed to get all employees involved if we were going to reach our Zero Waste target.”

The process of becoming a Zero Waste site not only increased employee involvement, the Inchinnan site also diverted over 2,000 metric tons of landfill waste. The Zero Waste Certification also was a factor in a key customer’s decision to choose Thermo Fisher as a preferred supplier.

\$4M

COLLECTIVELY SAVED
FROM ZERO WASTE
SITES SINCE 2012



ZERO WASTE SITES

Asheville, North Carolina

Pleasanton, California

Eugene, Oregon

Frederick, Maryland

Warrington, England

Inchinnan, Scotland

Bleiswijk, Netherlands

Regensburg, Germany

Lohne, Germany

Marsiling, Singapore

Tuas, Singapore

Bedford, Massachusetts

Kiryat Shmona, Israel



Employee Involvement

Fostering a diverse and inclusive workplace in which employees can grow, develop and contribute at their full potential



Community Action Councils provide employees with a framework – and time – to volunteer for local causes.

Thermo Fisher Scientific uses multiple approaches to encourage employee involvement in the workplace and in their communities. Employee volunteers lead many efforts through our Community Action Councils (CACs). In place at nearly 50 Thermo Fisher sites around the world, these CACs organize a variety of hands-on activities while providing opportunities for employees to develop leadership skills.

Our employees contribute thousands of hours annually to support a wide range of charitable causes, including health, science education and community development. Each employee is granted eight hours of volunteer time for company-sponsored events.

Empowering Diverse Voices

Our many employee resource groups (ERGs) provide opportunities for networking, mentoring and growth. ERGs are company-supported groups of employees drawn together by common characteristics. The goal of the ERGs is to positively affect company growth and professional development by giving voice to diverse approaches.

Our new Veteran's ERG became the company's fourth group, joining the existing Women's, African Heritage and Millennials' ERGs. Each group takes part in a broad range of webinars, social media outreach, reverse mentoring programs and community networking activities, often focused on attracting young people to careers in STEM fields. Our ERGs focused on expanding their reach across the globe, adding local chapters and growing in membership, helping to capture and share the insights of employees.

Most recently, the Millennials' and African Heritage ERGs partnered to participate in the Citizen Schools' Guest Teacher Day events in schools throughout the greater Boston (U.S.) area. The new Veteran's ERG identified an opportunity and subsequently worked with company leadership to secure commitment to support Veteran and Guard Reserve employees during the Employer Support and Guard Reserve (ESGR) Signing Ceremony. The pledge was formalized when CEO Marc Casper was joined by members of the U.S. Pentagon, the Massachusetts Army National Guard and ESGR volunteers.

7,600

EMPLOYEES
PARTICIPATED
IN EMPLOYEE
RESOURCE
GROUPS

EMPLOYEE
RESOURCE GROUP
CHAPTERS
WORLDWIDE

40



Employer of Choice

We strive to be a company where people want to start, build and sustain their careers. First and foremost, we work to ensure that our people feel we are their employer of choice. To that extent, we launched a global employer of choice survey in late 2014. We are carefully analyzing the results to identify strengths and areas where we can implement action plans to further improve.

EMPLOYER OF THE YEAR IN LITHUANIA

We are also pleased when external organizations recognize the value of a Thermo Fisher career. We were honored to be named “Employer of the Year” by Lithuania’s Ministry of Social Security and Labor (as part of its National Responsible Business Awards program, the top CSR award in the country). The award, presented in the foreign company category, recognizes our Vilnius Center of Excellence for attracting young employees, closely collaborating with universities and providing a positive work environment. The Vilnius site was also named Environmental Protection Enterprise of the Year in the Lithuanian Business Leader Awards.

TOP EMPLOYER IN CHINA

We were proud to be named among the top 30 employers in Shanghai, China, following a survey conducted by Zhaoping.com and Peking University’s Research Center for Corporate Social Responsibility and Employer Brand Communication. Thermo Fisher was recognized for our performance management and development process, which is designed to help employees perform to the best of their abilities in support of company goals.



Global Involvement

Our global workforce was involved in their communities in a variety of innovative ways, including these highlights:

CHEMISTRY OLYMPICS As part of an event sponsored by the Spain CAC, employees met with participants of the XXVII Chemistry Olympics of the Illes Balears in Palma de Mallorca. The annual event is designed to promote STEM education in high schools as part of a national program.

STEM DESIGN CHALLENGE In partnership with the Allegheny Intermediate Unit, several of Thermo Fisher’s CACs hosted design and engineering challenges with local middle schools. Employees logged nearly 600 volunteer hours with schools in Pennsylvania, Massachusetts and North Carolina.

ENGINEERS’ SCIENCE CUP To prepare for the Danish Society of Engineers’ Science Cup competition, Thermo Fisher invited a group of high school students to the Roskilde, Denmark, facility to learn how Thermo Fisher embraces innovation.



Employee Involvement



In 2014, Thermo Fisher supported dozens of student teams in the development of socially responsible business plans as part of regional and national Enactus competitions.



400

Employees involved
in STEM mentorship

Involving Students for Stronger Communities

Enactus is an international organization that works with leaders in business and higher education to mobilize university students to make a difference in their communities and develop the skills needed to become socially responsible business leaders. In 2014, employees of Thermo Fisher Scientific in Brazil and China supported their respective regional Enactus championship competitions.

Each year, the organization holds regional competitions that challenge teams of students to conceive and develop outreach projects that improve the quality of life for people in need.

In Brazil, Roberto Mendes, Thermo Fisher Vice President for Latin America and Brazil, and Manuela Bernis, Human Resources Director for Latin America, participated as judges of the student presentations. "It was amazing to see how effective many of the projects were in improving people's lives and how far these students are willing to go to help," said Roberto. Employees also participated in a career fair, meeting with hundreds of students to discuss career opportunities.

Employees in China have supported Enactus for several years, serving as mentors and judges, and helping with fundraising to finance student projects. The company sponsored 35 student teams, and more than 45 employees volunteered as judges at the regional and national competitions. More than 350 employees participated in a fundraising race, and others volunteered as business advisors and student mentors. Thermo Fisher sponsored three of the top four teams in China's national competition, including the winning team from North China Electric Power University – Baoding, with their project showcasing how "Sustainable Power Makes Life Better." As a result of the partnership with Enactus, we also earned the 2014 award for Best Charity Drive for China Universities from the National University Charity Forum.

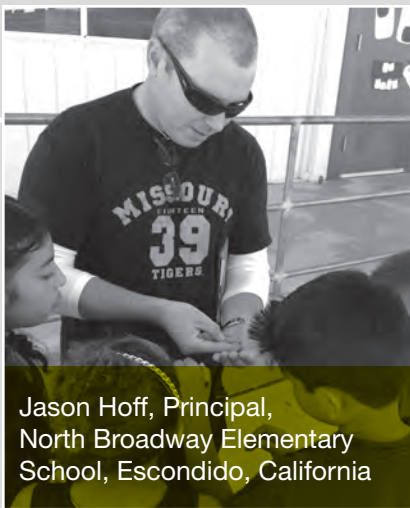
120,000

Meals packaged and donated to feed the hungry



30,000

Employee volunteer hours



Jason Hoff, Principal,
North Broadway Elementary
School, Escondido, California

“Our students have been empowered in very concrete ways. Someone on the outside made an investment in their learning and helped to develop in them the mindset that science is interesting and approachable, and can be engaged in for a lifetime.”

Inspiring Students in Science

When the Carlsbad, California, site decided to partner with a local elementary school by giving time to the students and teachers (and making a financial contribution), the change in the quality of science education delivered to the students changed quickly and dramatically.

The four-year partnership started in 2011, when scientists visited the classroom as part of the InnovatioNation Educational Outreach Program. Students also visited the Thermo Fisher facility, and participated in a family science night where students presented their own science projects. After just one year of participating in the program, the standardized test scores for the fifth grade students jumped by an impressive 23%, and have remained strong year after year.

Fifth-grade teacher Rebecca Jaburg notes, “The barriers we face as teachers come in three forms: money, time and a curriculum mandated by the state. It is difficult to create engaging science labs when we have no budget for supplies. Our involvement with InnovatioNation...has taught all of us that we can step it up. We have also learned the incredible value of a connection to a community of scientists and the inspiration that this has provided for our students.” Since the creation of the program, Thermo Fisher has engaged over 4,000 students, close to 1,000 employees and 50 schools, and employees have volunteered over 2,000 hours of their time.





Philanthropic Giving

Embracing our responsibility to give back



In 2014, Thermo Fisher Scientific participated in three science and engineering festivals in the U.S., reaching over 60,000 people through our interactive hands-on science booth. Over 90 employees from seven different sites came together to lead the booth activities and share their knowledge with the festival attendees. Thermo Fisher Scientific also contributed nearly \$50,000 to these festivals to ensure all members of the community continue to have free admission to these great STEM events.

As the unrivaled leader in our industry, we recognize our responsibility to inspire and support the next generation of scientists. This is reflected by the scale and scope of our philanthropic activities, a multi-million-dollar program that provides funding for scholarships, diversity development, and support for STEM education. Much of our philanthropic work is part of the Thermo Fisher Foundation for Science. The Foundation is committed to inspiring students to pursue careers in science, with the hope that they may one day become our employees or our customers. We provide financial support to educational institutions and other worthy causes in the communities where we operate. Our Charitable Giving Program also expanded during the year, making it even easier for employees to donate and request matching funds for some of their favorite charities.



Students had the opportunity to play the role of scientists by conducting hands-on scientific experiments designed by application chemists from our Yokohama, Japan, site.

MAKING PROGRESS

55%

Increase in number of charitable organizations supported since 2013

\$1M to \$1.3M

Money raised through the Matching Gift Program in 2013 vs. 2014



Bringing “Science on Wheels” to Estonia

The Mobile Bioclass – a mobile laboratory dedicated to promoting biosciences studies – visited 78 schools and reached 1,600 high school students in Lithuania and Estonia in 2014. The company also donated \$60,000 as well as scientific equipment, reagents and consumables for experiments. Since launching in 2011, the Mobile Bioclass has visited 170 schools and reached more than 3,800 students. To date, almost 50 Thermo Fisher Scientific employees have visited schools to share knowledge and inspire them to pursue scientific careers. The program takes place in partnership with Vilnius University in Lithuania and the University of Tartu in Estonia.



In-Kind Donations

Thermo Fisher provided in-kind donations worth \$1.8 million to support STEM education and research.

- Applied Biosystem's AmpliTaq Gold™ DNA Polymerase (pictured above) is just one product donated to the Bay Area Biotechnology Education Consortium, which has received over \$80,000 worth of in-kind product to support molecular biology programs reaching 15,000 students and 400 teachers in the Bay Area of California annually.
- A \$1.5 million donation of genomics lab equipment and reagents, including multiple gene sequencing technology platforms, was made to the Smithsonian Laboratories of Analytical Biology.



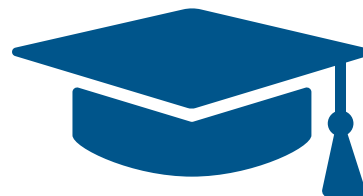
Philanthropic Giving



1,625 Organizations
supported through philanthropic programs

60,000

Students reached by
Thermo Fisher Scientific
at science festivals
around the globe



100+

Students supported through
scholarship programs

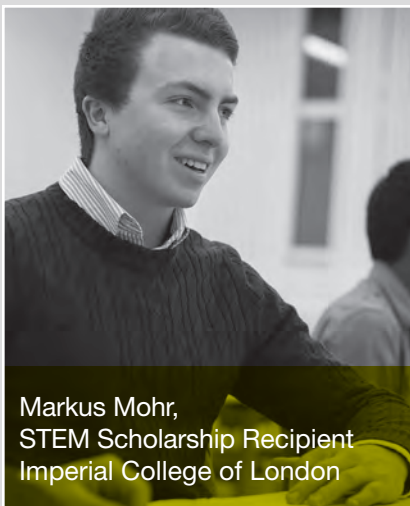


Students participate in the STEM Design Challenge at the Irving Middle School, in Roslindale, Massachusetts.

Partnering with Schools to Close the Achievement Gap

Nearly two dozen Thermo Fisher Scientific employees in Massachusetts and California volunteered weekly for the 10-week-long program with Citizen Schools, a non-profit organization that partners with middle schools to expand the daily learning time for students in low-income communities. This school year, Citizen Schools will serve 4,900 students in 29 schools across seven states. Employee volunteers who sign up to become apprentice teachers are able

to choose the curriculum they would like to teach, ranging from robotics, brand marketing and even forensics. In 2014, three of Thermo Fisher apprentice teachers were recognized for their contributions to the program and received Citizen Teacher of the Year Awards as well as the President's Award. In addition to Thermo Fisher employees helping narrow the education opportunity gap, the company also provides funding to Citizen Schools through grants.



Markus Mohr,
STEM Scholarship Recipient
Imperial College of London

“Without the financial aid I received from this scholarship, I quite simply wouldn’t have been able to cope with the cost of living in London without getting a part-time job, which would have been detrimental to my academic progress.”

Helping Students Pave a Path to STEM Careers

In 2014, over 100 students, including children of employees and students studying STEM subjects, were awarded scholarships provided by Thermo Fisher Scientific. We have partnered with some of the leading colleges around the world including the Massachusetts Institute of Technology; the University of Wisconsin, Madison; the University of California, Berkeley; Imperial College of London and Fudan University, China, to provide these students the education to help them start their careers.

We are humbled and excited by the potential we see in the students who are part of this program. Scholarship recipient Abigail Jacob, a freshman attending Berkeley, told us of her excitement for the field of materials science engineering. She says she sees endless opportunities to apply that discipline to improve the world in both small ways and large, from “getting the coffee the right temperature to solving world hunger.” Even as she begins her university education, she is already thinking about ways to give back, saying, “I would like to be involved in, and if possible, start a non-profit that exposes children to STEM.”

Another student, Elliot Piepenburg, is a freshman in Madison, where he plans to major in mechanical engineering. In high school, he was captain of two varsity sports teams and served as class president, but his “favorite activity (was) to be involved in...our school’s Super-Mileage Vehicle team.” With several siblings also attending college, he appreciates that the scholarship “lightened my financial burden, allowing me to focus more on my education and learning...to pursue my dream of becoming a mechanical engineer. I hope that one day I will be able to give back to my community and help others achieve their dreams, just as you have helped me.”





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