



## From our president

At Radiometer, our mission is to provide caregivers around the globe with the insight needed to make diagnostic decisions that save lives and support them in what they do best: caring for patients. Social responsibility and continuous improvement are keystones in our endeavor to fulfil our vision of improving global healthcare through reliable, fast and easy patient diagnoses.

Our commitment to corporate sustainability corresponds well with our focus to the most vital part of our business, our employees. We believe that having exceptional people on our teams is crucial to sustaining our business and to fulfilling our mission and vision. Therefore, we are passionate about retaining, developing and inspiring the best talents as well as encouraging associates at all levels to further develop their skills at Radiometer.

On the same note, we are also strongly committed to integrity and our reputation for fairness and honesty, areas that are vital to ensure our continuous success. Indeed, we insist that our associates and business partners conduct business in an ethical manner in full compliance with applicable laws, operating policies and procedures as well as our Standards of Conduct.

Our high ethical standards are underscored in every aspect of our operations including our engagement with our surrounding community. What started as a casual engagement has over the past twenty years developed into a wider commitment to the Tingbjerg/Brønshøj district that surrounds the Radiometer headquarters. Our continued commitment to the local community centers in helping local youth from a less privileged environment build their self-esteem and sense of purpose in life.

At the end of the day, we recognize that our actions have a great effect on others, on members of the community, caregivers around the world and the hospitals and healthcare facilities that we serve.

*Yours sincerely,*

*Henrik Schimmell  
President, Radiometer Group*



# Our business

Founded in 1935 and headquartered in Copenhagen, Denmark, Radiometer Medical is a pioneer in blood gas testing, introducing the world's first commercially available blood gas analyzer in 1954.

Today, Radiometer develops, manufactures and markets solutions for blood sampling, blood gas analysis, transcutaneous monitoring, immunoassay testing and related IT management systems under the ABL, AQT, TCM, RADIANCE, AQUIRE, PICO, CLINITUBES and QUALICHECK brand names.

With our leading position within blood gas analysis, Radiometer is dedicated to improving global healthcare by ensuring reliable, fast and easy patient diagnoses at hospitals, clinics and laboratories in over 130 countries. Radiometer solutions help caregivers make life-saving diagnostic decisions by accurately offering information on the most critical parameters in acute care testing, in settings

such as intensive care units (ICUs), emergency departments (EDs) and operating rooms (ORs).

Worldwide, six samples are performed every second using a Radiometer analyzer. That equals 360 samples a minute, 21,600 samples an hour, 518,400 samples a day – or 189,216,000 samples annually.

Since 2004, Radiometer has been part of the Danaher Corporation (NYSE:DHR) life sciences and diagnostics platform, which offers a broad range of analyzers, consumables, software and services used in the diagnosis of disease and to aid treatment decisions at pathology labs, hospitals and other critical care units. Radiometer alone has 2842 employees worldwide and is directly represented in 32 countries. We also have more than 600 distributors globally and production/R&D companies in Denmark, USA, Switzerland, Finland, Poland and India.



# Our Vision and Mission



## OUR VISION

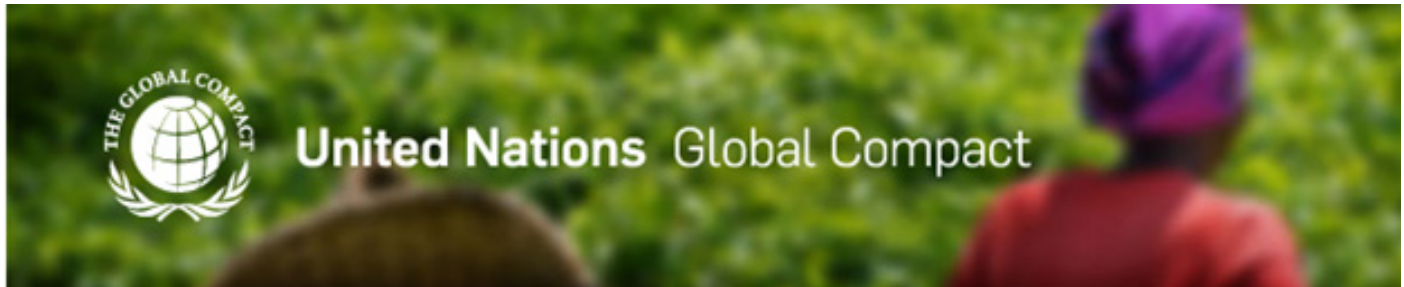
Improving global healthcare with reliable, fast and easy patient diagnoses



## OUR MISSION

We help caregivers make diagnostic decisions that save lives

# United Nations Global Compact



In 2009, Radiometer joined the UN Global Compact as a natural next step in the continuous improvement of our Corporate Social Responsibility. Global Compact builds on ten principles within four areas: human rights, labor, environment and anti-corruption. These principles guide us in our commitment to sustainable business development.

Radiometer's commitment to integrity and our reputation for fairness and honesty are key drivers in our continued corporate success. We strive for a high level of integrity and are aware that nurturing a strong ethical culture provides a clear competitive advantage and contributes positively to our business success. We bear this in mind when developing the various programs to address anti-corruption and anti-bribery.

## Business integrity

### **Principle 1:**

Businesses should support and respect the protection of internationally proclaimed human rights.

### **Principle 2:**

Businesses should make sure that they are not complicit in human rights abuses.

### **Principle 10:**

Businesses should work against corruption in all its forms, including extortion and bribery.

## Standards of Conduct

Our Standards of Conduct is the cornerstone of our compliance culture and applies to all associates at all Danaher companies worldwide. We expect our agents, representatives, independent contractors, consultants, suppliers, business partners and others who support our business to comply with our Standards of Conduct, which provide a framework for our associates within which to develop and nurture a compliance culture that guides and assists them in making fair and honest decisions.

### Associate training

We insist that our employees conduct business ethically and in full compliance with all applicable laws as well as our corporate Standards of Conduct, operating policies and procedures. In 2015, approximately 96% of Radiometer associates enrolled in the mandatory Danaher Integrity and Compliance training program, which they completed within the deadline. This is a statistic that makes Radiometer proud.



### SPEAK UP! program



Danaher's Speak Up! program makes clear our commitment to creating an environment of trust and transparency that encourages all our associates to raise integrity and compliance concerns through one of a variety of reporting mechanisms without fear of retaliation. One of the reporting methods is our compliance helpline, which associates may use to raise concerns by telephone or internet (anonymously if they choose).

We track and investigate all concerns raised. In 2015, of the 20 concerns raised, 15 were validated to at least some extent and corrective action was taken, including, in several cases, the separation of associates from the company.

## Channel partners

With over 600 distributors across the globe, Radiometer has adopted a comprehensive screening procedure to ensure that all distributors adhere to our high level of integrity and Standards of Conduct. As part of this procedure, we have implemented various initiatives, including mandatory annual online anti-corruption training. This training is very similar to the training provided to

Radiometer associates on integrity and anti-corruption. In line with our culture of continuous improvement, Radiometer will also continue to further its anti-corruption and anti-bribery efforts with special focus on high-risks areas as defined by Transparency International.

## Equal access to healthcare

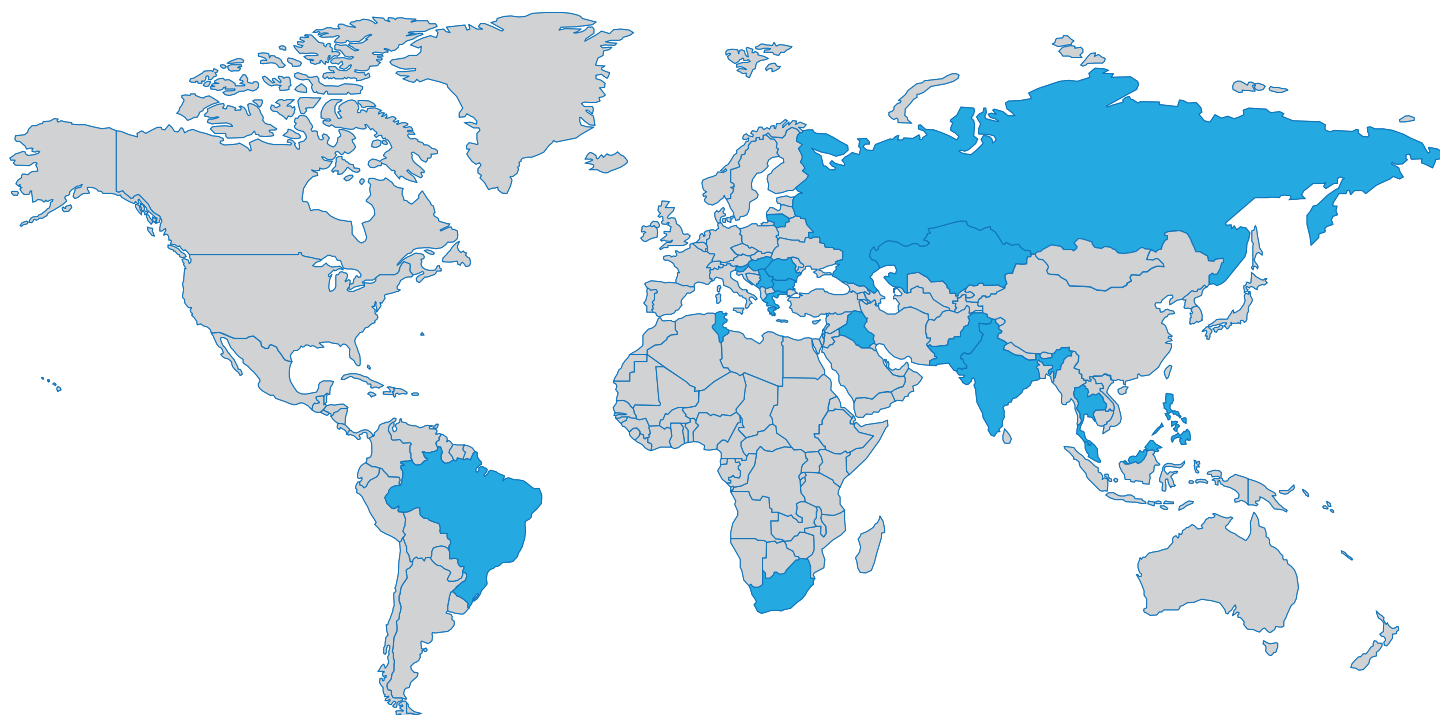
At Radiometer we have a desire to improve global healthcare with reliable, fast and easy patient diagnoses, helping caregivers around the world provide accurate diagnostic. We recognize that the information we provide affects the life of millions of people, and to us every patient is equally important. We consider access to better healthcare a human right and take great pride in our efforts to find new ways to exploit our resources to further improve the treatment of critically ill patients in less privileged parts of the world. With our long-term strategy of performing business with high integrity and social responsibility we endeavor to make a difference by forging partnerships with governments, healthcare institutions and development agencies worldwide.

In 2015, we developed a recycling program with the aim of making used analyzers available to developing markets, such as the Philippines, Serbia, Brazil, Russia and Iraq, which could not otherwise accommodate such solutions.



Standard procedures with built-in checks have been established to ensure that we always deliver excellent quality worldwide, while also reducing our waste and environmental impact by reusing analyzers that would otherwise have been discarded.

## Refurbished instruments across the world







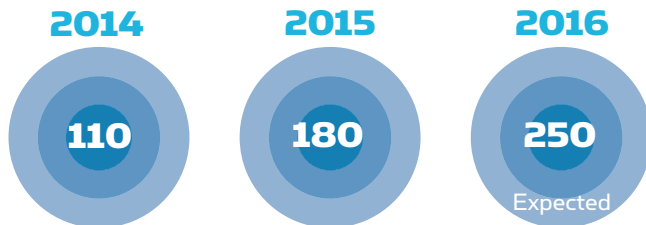
## Success through continuous improvement

Building on a culture driven by continuous improvement, Radiometer associates are encouraged to explore and widen their competences within the Danaher Business System (DBS) – our very own approach to building strong results and working together. Based on four pillars, DBS drives the company forward through a constant cycle of change and improvement, focusing on:

- exceptional **PEOPLE**
- outstanding **PLANS**
- executing using world-class tools to construct sustainable **PROCESSES**
- achieving superior **PERFORMANCE**

Having the right people on the team is crucial to sustaining our success, which is why we encourage all associates at all levels to attend our DBS Academy, offering a chance for associates to develop their skills. Radiometer values the success of our associates just as much as the overall success of our business. The two go hand-in-hand.

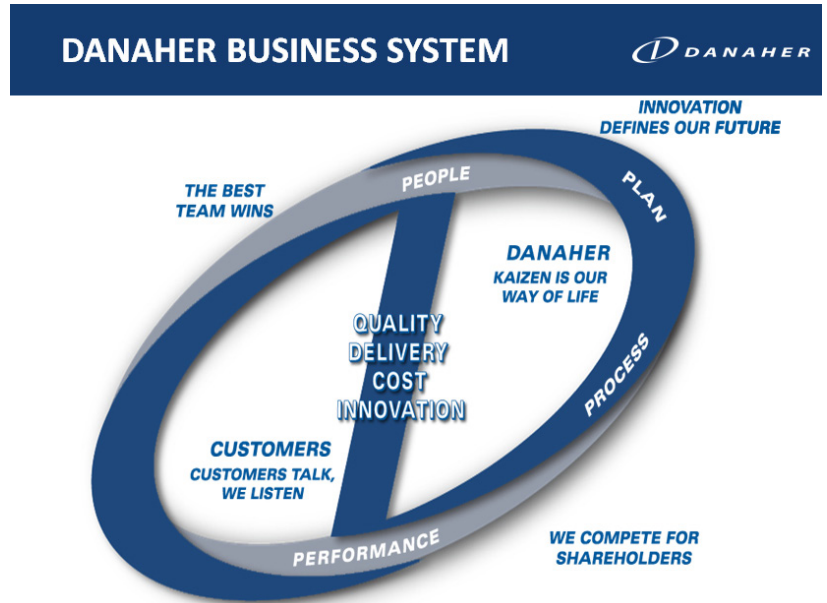
Radiometer employees who graduated our Advanced Lean Education as part of the DBS academy:



# What good looks like

At Radiometer, everyone's a leader. We view all associates as leaders regardless of whether or not they are managing a team – or have the desire to do so. Every associate can show leadership, regardless of position, and we believe that leadership is closely linked to personal development and taking lead of one's own career.

At Radiometer, we use the Danaher Leadership Anchors to define what 'good looks like' in the form of a path for career development. Whether you have just begun a career or are the leader of a global organization – or somewhere in between – the Leadership Anchors helps each associate to develop and reach their career goals. When assessing associate's performance and potential we not only look at the delivered result but also how these results were achieved using the Leadership Anchors as a guide.



# Associate engagement

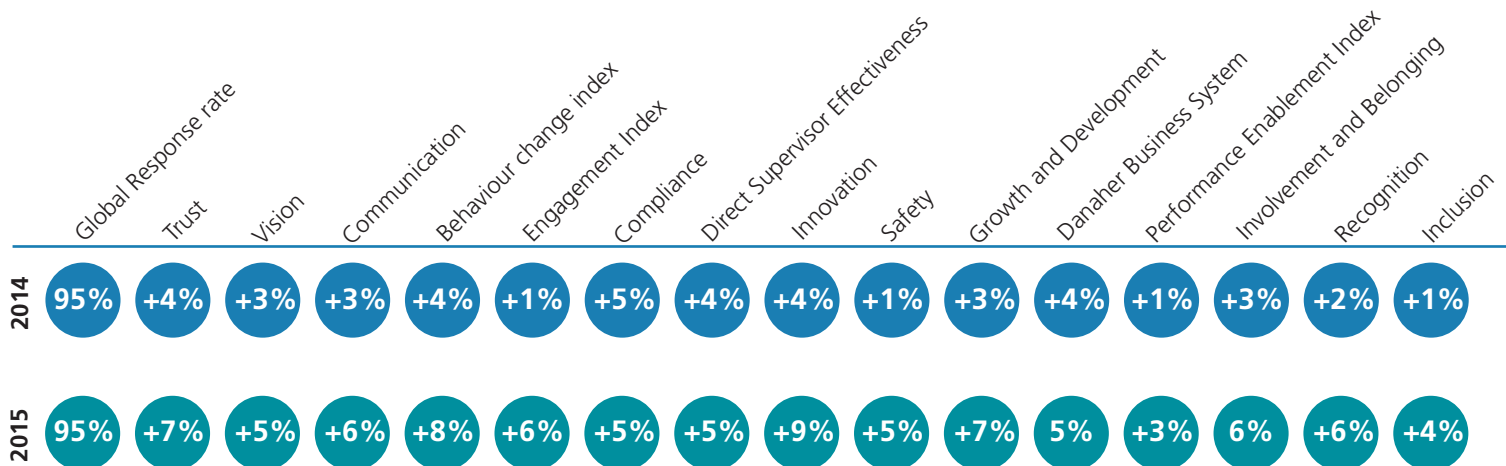
At Radiometer, we believe that a winning team is a team where all members are fully engaged.

Every year, we conduct an engagement survey in which we invite all Radiometer associates to voice their opinion and evaluate their experience working at Radiometer. At the heart of this effort is our vision of building a winning team of fully engaged associates, and in order to achieve this we need to listen and respond to associate feedback.

To us, engagement is all about passion, commitment and responsibility in driving the success of Radiometer, and we want to make sure that our associates have the right tools, resources, training and development opportunities to succeed and grow. The engagement survey provides our associates with a platform for free and anonymous feedback to help identify and shape areas of improvement

We are continually seeing high survey participation rates and 2015 was no exception. In 2015, 95% of Radiometer associates grasped the opportunity to have a voice and invested time in making Radiometer a better place to work.

In 2015, we also saw an increase of 6 basis points in the overall engagement index as well as an increase in all of the other 15 dimensions we measure, including our three 2014 priorities for improvement: trust, vision and communication. The results motivate us to continue our journey towards making Radiometer an even better place to work.



## Bridging the divide

As an active part of society, Radiometer is dedicated to making a difference and giving deprived youth in the area the courage to make the right choices for themselves. What started as a casual local initiative has over the course of the past 20 years widened its outreach within the vicinity of the Radiometer HQ in Tingbjerg/Brønshøj to give special emphasis to building self-esteem and a sense of purpose among a generation of young individuals growing up in this socially deprived area.

We see it as our duty to invest in our local communities and proactively contribute to creating activities that will deliver social change and development. In 1998, Radiometer started an internship program that targets 14 to 15-year-olds in Tingbjerg. The idea was to give these teens a chance to spend a week at the Radiometer campus and learn about the different departments with the aim of encouraging them to consider how they, through education, could become part of such an environment.

Over the past three years, we have hosted 33 ninth-grade elementary school students, who have all remained committed to their education and future following their internship at Radiometer. We believe that our program makes a difference in a challenged neighborhood. It helps instill in the students a sense of confidence and purpose, whichever path of education they subsequently choose to pursue.

Radiometer also engages in a wide variety of activities with local institutions with the aim of reaching out to the local youth in the proximity of the Radiometer HQ in Tingbjerg. The grass-root initiatives supported by Radiometer are developed in close partnership with local sports and cultural associations as well as social services. The initiatives span from sponsoring musical instruments and clubhouse furniture to supporting a social gardening project where the youth and elderly join forces to create a living green space in the district.





# Environmental compliance

## **Principle 7:**

Businesses should support a precautionary approach to environmental challenges,

## **Principle 8:**

undertake initiatives to promote greater environmental responsibility, and

## **Principle 9:**

encourage the development and diffusion of environmentally friendly technologies.

Radiometer is committed to continuously improving the environmental performance of the company, which primarily includes a focus on lifecycle energy and waste management and limiting the use of hazardous chemicals and substances. A number of initiatives were enacted in 2015 that aim to improve the environmental performance of the company:

- Conducting comprehensive energy assessments of our activities in line with the EU Energy Efficiency Directive (2012/27/EU)
- Optimisation of the systems and processes for the collection of data on energy and waste management.

Radiometer invests great importance in the environmental impact of designing and producing a new analyzer, all the way through our supply chain. Radiometer analyzers are designed to last, which minimizes the need for replacement and limits the generation of waste.

To ensure compliance with environmental legislation worldwide (e.g. RoHS, REACH, China RoHS, California Prop65), Radiometer has implemented an assessment procedure that ensures that no unwanted hazardous substances are used in the production.

Radiometer maintains a list of regulated chemical substances and we continually aim to reduce the amount of hazardous substances in production. Radiometer ensures that all chemical substances are handled to ensure the safety of our employees and the environment.



## Contact us

Radiometer is represented in more than 100 countries. For local Radiometer representative nearest you please visit [www.radiometer.com](http://www.radiometer.com)

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