

Designing in sustainability

2020 Sustainability Report



Shaping our future



As a young company with a heritage dating back to 1733, we consider ourselves guardians of this business. We want the next generation to inherit a company that stands the test of time — in terms of technology, products, behaviors — and understands the challenges of customers and society.

In our early days as Cytiva, in April 2020, we defined our company vision: a world in which access to life-changing therapies transforms human health. With its emphasis on access and transformation, this vision goes to the heart of our contribution to a sustainable society.

As part of making this vision a reality, we began to design sustainability into our strategy in 2020. Customers and our associates demand it. No one wants to work with a partner who doesn't have a clear roadmap in sustainability; equally, it is rare to interview job candidates without covering the topic.

Growth and impact

The biotechnology industry is deeply committed to its purpose of bringing innovative medicines to the world. To do this, we consume energy, water and raw materials. Our industry must be ready to re-examine choices and consider impacts in the decisions we make.

No one company can deliver on this purpose alone. The terrific spirit of collaboration shows in the response to the global pandemic. COVID-19 transformed the focus of our industry in a matter of months, prompting a period of high growth for us. This growth also tested our commitment to integrate sustainability in our decision-making from the start.

Deep engagement

Our journey started with a group of passionate leaders in our organization who explored the role that sustainability plays in delivering lasting value to customers, associates and society. It is thanks to them that we have a clear roadmap to design in sustainability with our promises and stretched ambitions that we present in this report. Within a short period of time, we shaped our plan to design in sustainability with the full support of the executive team.

We are now a signatory to the UN Global Compact and its ten principles help us make sure that we are grounded on the highest standards of integrity.

Inclusion and diversity are essential to our sense of integrity and culture. Diversity unlocks innovation and attracts the best talent. Here, Danaher's target to achieve gender balance will guide us.

We have put sustainability loud and clear in our strategy. This is our beginning. We hope you enjoy reading Cytiva's first sustainability report.

Who
we are

Our vision is a world
in which access to life-
changing therapies
transforms human health.

Our mission is to advance
and accelerate therapeutics.

As a trusted partner to customers that range in scale and scope, Cytiva ensures the development, manufacture and delivery of transformative medicines to patients.

Our customers undertake life-saving activities ranging from fundamental biological research to developing innovative vaccines, biologic drugs and novel cell and gene therapies. Our job is to supply the tools and services they need to work effectively, faster and safer, leading to better patient outcomes.

Some of our brands

ÄKTA™	HyClone™	Whatman™
Amersham™	KUBio™	Xcellerex™
Biacore™	MabSelect™	Xuri™
FlexFactory™	Sera-Mag™	

7600

Associates dedicated
to our mission.

40

Countries and territories of
operation around the world.

11

Customer-centered
innovation facilities.

Our outcomes

- 100 000 Cytiva systems are in use by our customers globally.
- 75% of currently FDA-approved biotherapeutics use Cytiva technology.
- 90% of the top selling biologics are manufactured using Cytiva products.
- One billion doses of insulin manufactured with our support (this is per year).
- Nine Nobel laureates have used Cytiva products in their search for scientific knowledge.
- Cytiva participated in the majority of the more than 400 global COVID vaccines and therapeutic initiatives.

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About this report

This report shows how we're managing impacts on the environment, how we're delivering lasting value and how we're building a resilient company by contributing to positive change in society and for the planet.

The report is framed around our plan to 'design in sustainability', where we chart our direction to 2030 and disclose our efforts in 2020. The report is guided by the Global Reporting Initiative (GRI) sustainability reporting framework using the GRI Standards: Core Option.

Thanks for reading this report. Please let us know what you think of it: sustainability@cytiva.com.

WE SUPPORT

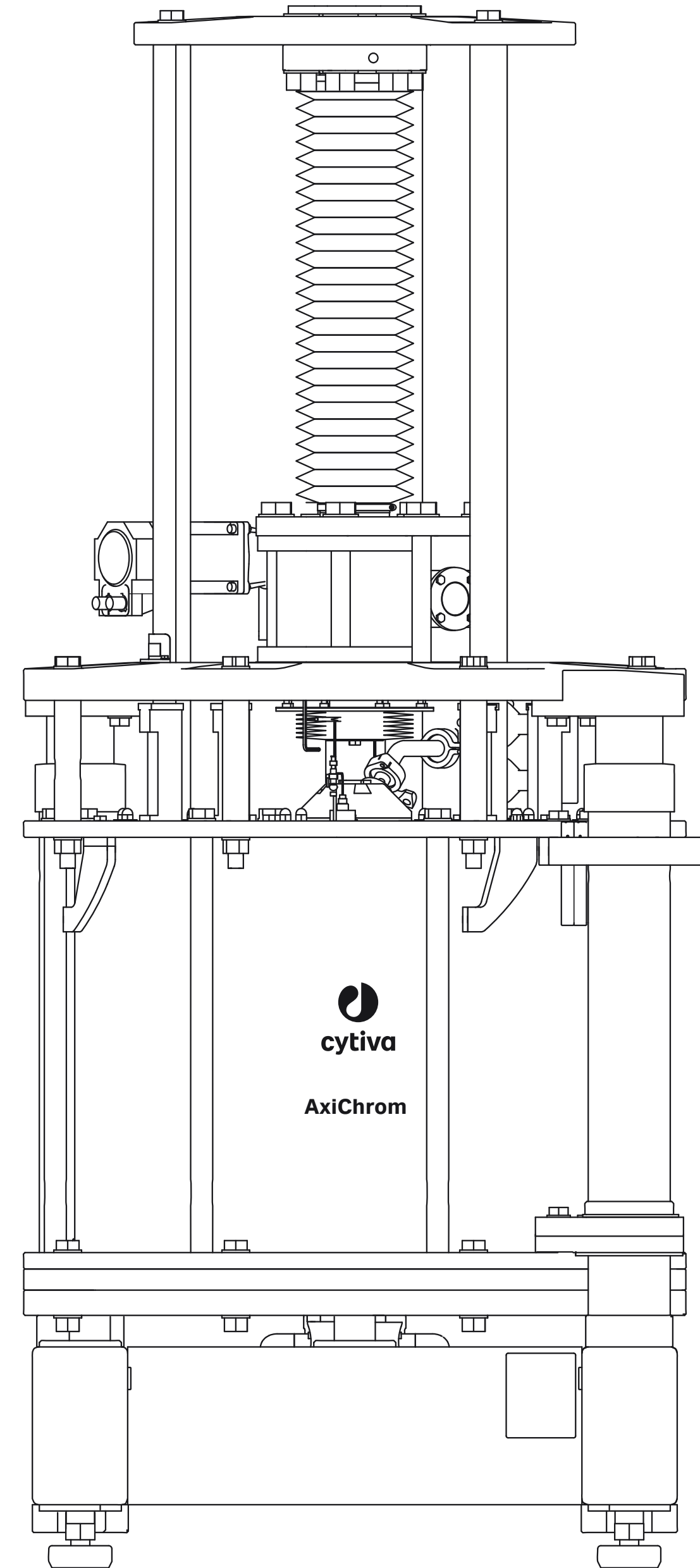


Since 2021 Cytiva has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, the environment and anti-corruption. Thank you for your cooperation and your support of the UN Global Compact.

01

Our direction

With Cytiva's vision as our North Star and with an approach that engages all our associates, we're better able to deliver enduring value and are shaping a company that's built to last.



Our role in this world

Healthcare needs to keep pace with a rising and aging population. At the same time, climate change and competition for resources require us all to rethink priorities. By merging these global trends into a plan for the future, there is opportunity for our industry to thrive.

Transforming healthcare

In 2030, global population is expected to rise to 8.5 billion and people over 60 will represent 1.4 billion of them, up from one billion in 2018.* Already today, nearly two billion people lack access to medicine. There's growing concern over antibiotic overuse and pharmaceutical pollution, which affects people's health, biodiversity and the environment. These are important reasons why healthcare lies at the heart of shaping a sustainable society.

Rethinking resource use

Society is facing complex, interconnected challenges associated with access to resources. By 2030, global energy demand is expected to rise by 50% and water need by 35%† and there will be 50% more plastic waste by 2030 compared to 2020.‡

Every sector must do its share to limit global warming and manage growing consumption. This calls for systemic change that decouples business growth from environmental impacts.

The life sciences industry

Our industry is accelerating the development of novel therapies that can transform human health. We know that 90% of drugs fail during clinical development and that many approved medicines work in as little as 40% of patients. Overcoming these obstacles requires flexibility to adapt to a constantly shifting world, collaboration across the value chain and processes that inspire the trust of patients, the healthcare community and society at large.

* United Nations Development Programme, 2018

† United Nations Department of Economic and Social Affairs, 2018

‡ Alliance to End Plastic Waste, 2020

Our plan for impact

We're designing in sustainability with a sharp focus on the issues that are most relevant to Cytiva's ability to create value. We're addressing these impacts through promises and ambitious targets to trigger change.

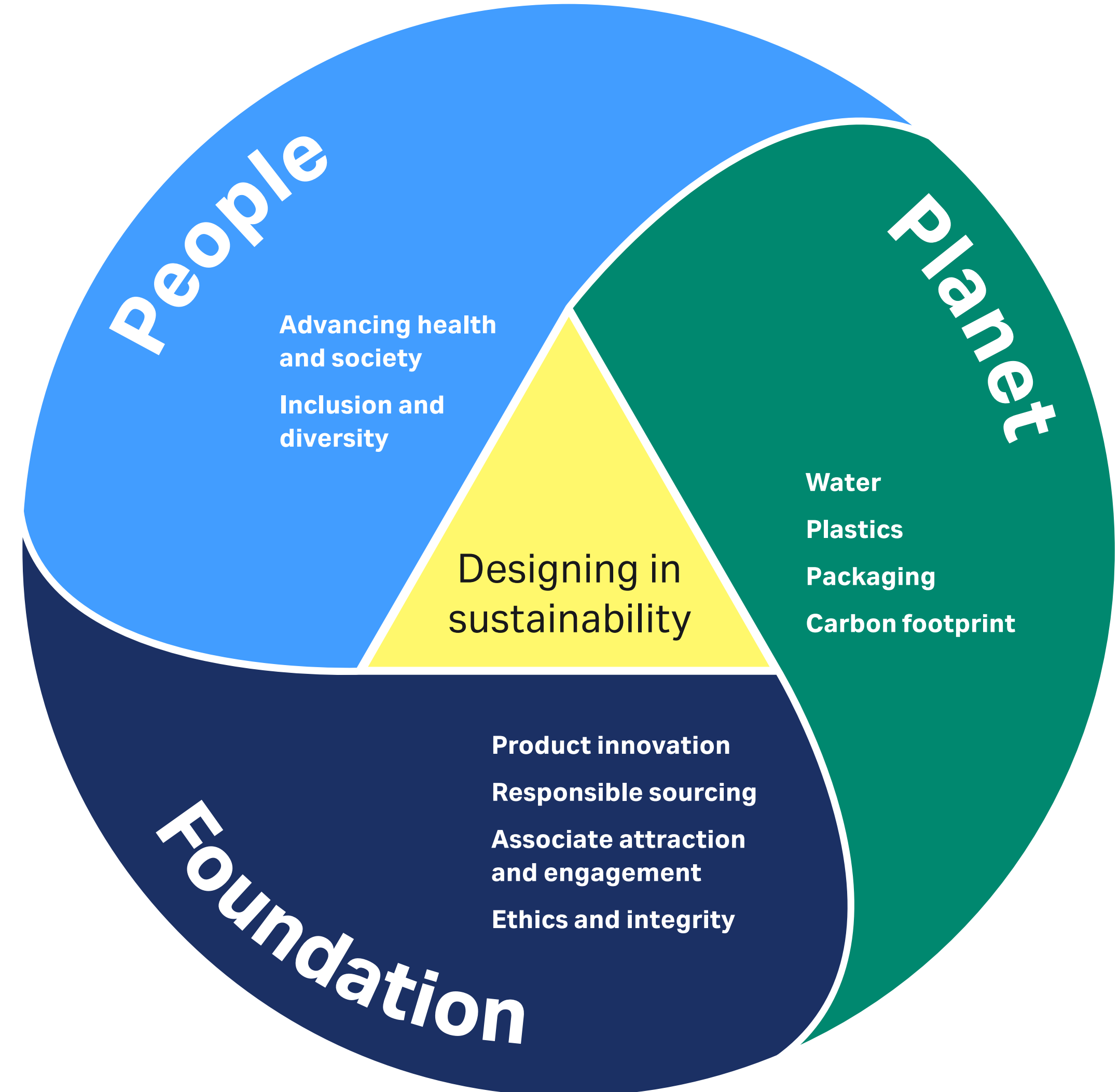
The difference we're making for people and the planet:

- **People:** Making a positive impact on health and society and increasing diversity in our sector helps people thrive.
- **Planet:** Contributing to tackling climate change and resource scarcity helps our planet thrive.

With the right processes and collaboration, we are weaving sustainability into our business and in the relationships we build across the value chain. Strong collaboration based on shared goals helps us learn more, accomplish more together and stretch our reach.

How we will deliver change:

- **Foundation:** The processes, priorities and the relationships we're building with associates and across the value chain that will help shape a resilient company.



The power of everyone



Delivering our sustainability plan is a big task. It takes the efforts of all our **7600 associates** across the world.

When it comes to delivering on our plan, **we're drawing on the energy, innovative spirit and deep engagement of all our associates** and functions from across our sites and field teams. They're helping us form our approach, deliver solutions and spread the word.

Strategic insight

We started with a group of 16. Leaders from across the organization with different roles and skill sets came together to define our way forward. They led our initial work to understand our impacts, define targets and identify our way forward. Their efforts shaped our plan and helped forge a strong organizational attachment to it. In addition, 18 ambassadors, representing each

of our 18 offices and manufacturing sites, share best practices and implement changes on the ground (page 62).

Actions speak louder than words

In a 2020 sustainability survey and based on feedback from some 1600 associates, 81% of the respondents told us that sustainability was important to them and that Cytiva was on the right track.

Initiatives like those born out of this year's innovation accelerator, Planet Business, are also great examples of how engaging associates generated ideas that benefit the environment, and deliver lasting value for our business. Read more about their ideas on pages 33 (Goodbye Polyfoam), 37, and 41.



Building a strong foundation from the ground up

Designing sustainability into every level of the organization is a huge task, but we are already starting to see change. Emmanuel Abate, Head of Sustainability, explains our approach.

What is Cytiva's biggest sustainability challenge?

There is a soaring global demand for critical drugs and vaccines and this brings pressure for the biopharma industry to expand fast. At the same time, climate change and dwindling natural resources pose threats to the environment and to our way of life. The biggest challenge for Cytiva is to tackle both in parallel; meet the needs of patients today but not at the expense of future generations' ability to meet their needs.

In 2020, we proved we can meet both challenges. Demand grew significantly while our CO₂ impacts were reduced by 1.2% and water use by 6.5%. Results like these motivate us to do more.

What did we achieve in 2020?

We made sure we did the groundwork. We listened to customers and associates and looked at research on the world in 2030 to understand our evolving role. By pinpointing the social, environmental and economic issues that are most relevant to creating lasting value and by doing the math to quantify our impacts, we could set relevant and ambitious targets. We structured our approach and put in place the resources and robust governance system. And, we started executing, as you'll read in this report.

I'm also especially proud of our collaborative approach. Partnering with customers like Roche and Bayer's biotech operations has been critical when looking at big challenges like reducing plastics use. We also forged relationships with organizations like Biomedical Science Careers Program (BSCP) to help raise the bar on diversity in our sector.

How do we design in sustainability?

We are developing a culture where associates feel empowered to bring sustainability to their work. The appetite within Cytiva to contribute is huge. Take 'Planet Business', our innovation accelerator. Our six finalists demonstrated our associates' innovative spirit and we were so impressed by their concepts, that we chose to invest 3.8 million USD in bringing them all to life.

We have a dedicated sustainability team that brings expertise, funding and focus to our programs. We also initiated work in areas like responsible sourcing and sustainable product design.

What's next in Cytiva's sustainability journey?

We have charted a roadmap and are working towards our targets. We are acting with a sense of urgency in areas within our direct control. We will support the sustainability agenda of our partners and contribute to change across our industry. And of course, we'll make sure that sustainability is integral to our work culture.

02

People

Making a positive impact on health and society and increasing diversity in our sector helps people thrive.

2020 performance highlights

400

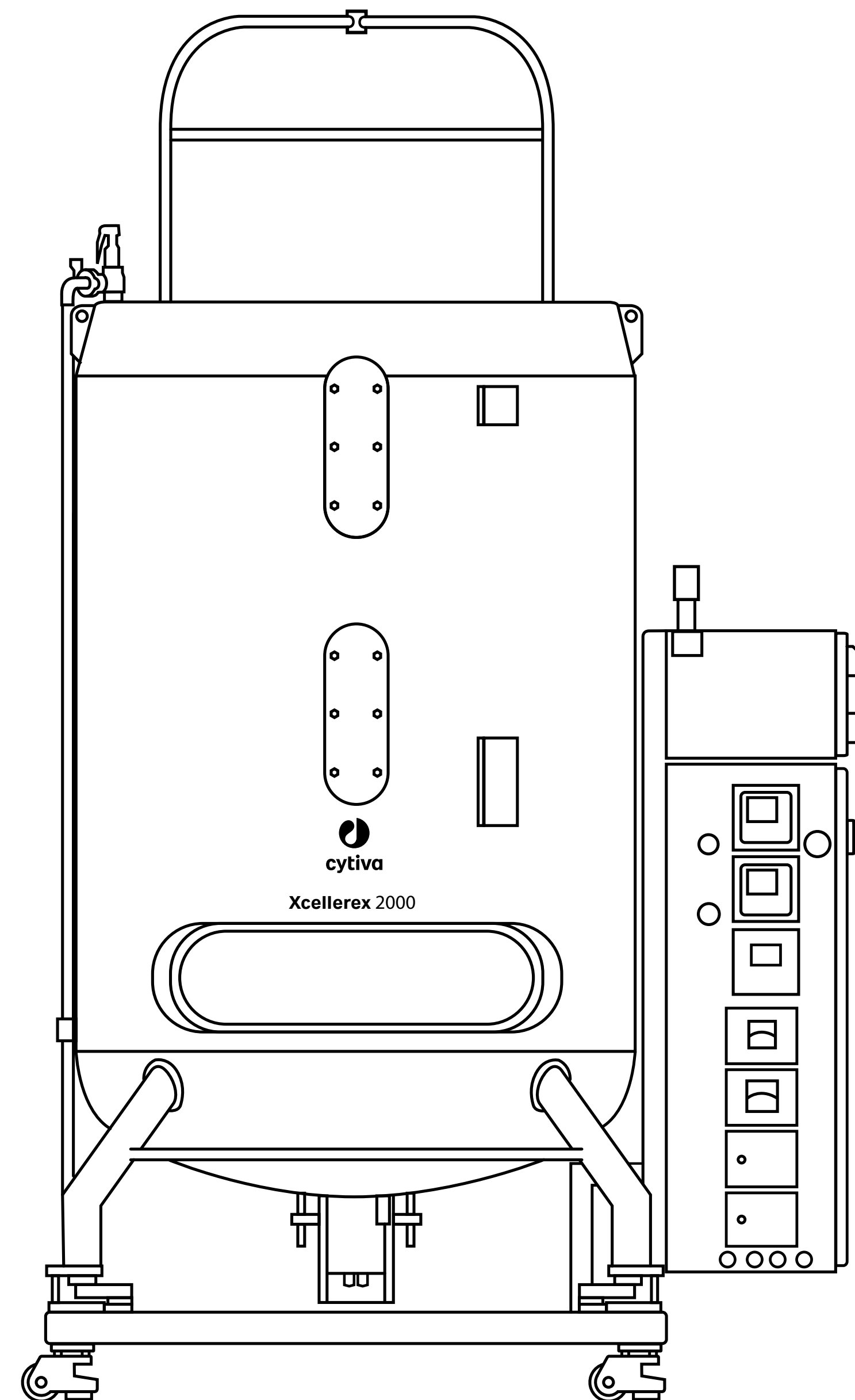
global COVID vaccine initiatives ongoing in 2020. Cytiva participated in most of them.

36%

of our workforce is female.

500k

Cytiva's USD investments in 2020 to support social innovation and diversity.



Advancing health and society

Our promise

We promise to improve lives and transform human health through our collective expertise, voice and passion. We promise to assist and sponsor those at the frontier of research, manufacturing and patient care in our communities and across the globe.

The difference we make

Our approach is designed to create lasting benefits to stakeholders through social innovation, and by raising awareness and engagement.

It benefits Cytiva, too, inspiring us to adopt innovative thinking in our products and business models. Our plan helps deepen customer relationships and attract the talent we need to solve healthcare's toughest challenges.

Maximizing our impact

Creating a ripple effect

Nearly two billion people lack access to medicine. At the same time, many promising biotherapies are waiting to scale up.

Moving the needle on improving healthcare requires multiple initiatives. With customers and other partners, we are contributing to some of healthcare's toughest challenges by funding and getting the word out about important research. To fuel our work to foster social innovation, drive access and support research we are active in:

- Our not-for-profit Testa Center.
- Think Big and other innovation accelerators.
- Engagement with Seeding Labs.

Cytiva has established a charitable donations committee to ensure that financial contributions made across the company mirror our vision and mission. In 2020, 25 causes were approved by our charitable donations committee, equating to over 500 000 USD.



Our promise is to go the extra mile – beyond fulfilling our mission of advancing and accelerating therapeutics – to do and give more to improve society.

Marcos Sanz
Chief Compliance Officer

These include company financial contributions to Seeding Labs, the BSCP and Think Pink.

Another way is through volunteering. Our associates care about big issues like science, health, diversity and the well-being of others. We are putting in place a framework to empower associates to make a difference. This framework will be launched in 2021.

Read more about our efforts in the following pages.



**Progress
that makes
us proud**

Mobilizing for COVID

COVID-19 deepened our understanding of the crucial role life sciences plays in the well-being of all of society. It forced our industry to reevaluate priorities and make tough decisions. Collaboration was essential. We liaised with experts in government like BARDA, with healthcare, research organizations, and NGOs like CEPI and VMIC* to keep pace with changing needs and pinpoint where we can contribute most.

Cytiva's role in the pandemic was securing capabilities in development and manufacturing. From planning, to clinic, to patient, collaboration with suppliers and customers helped us support vaccine makers through every phase. As a result, customers managed to shrink time to bring a vaccine to market from 10 years to 10 months and scaled up their manufacturing to several billion doses.

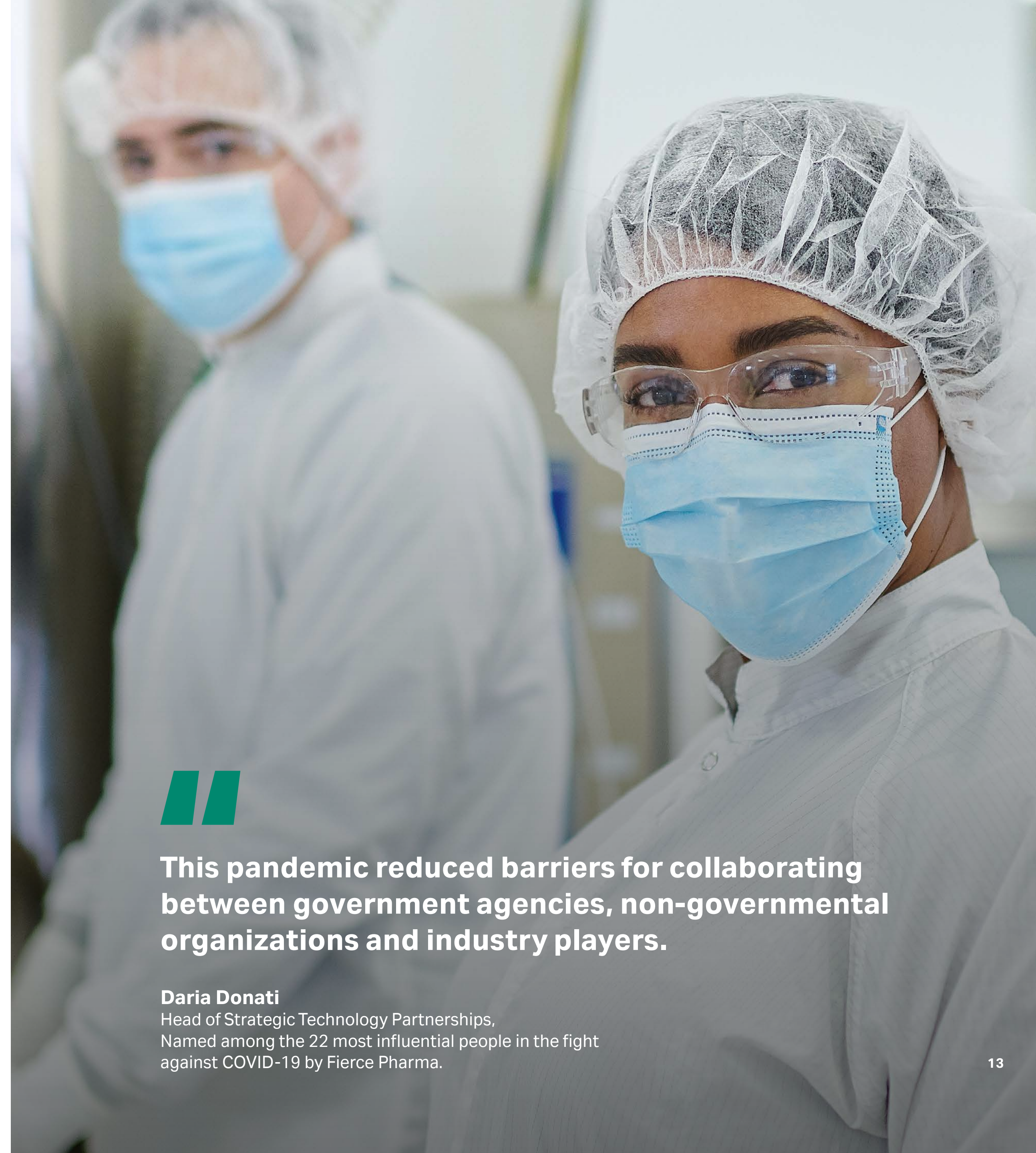
Cytiva participated in the majority of the more than 400 global vaccine and treatment initiatives in 2020.

Ethical compass

Daria Donati, Head of Strategic Technology Partnerships, was a member of our 12-person task force that mobilized our response and helped us adapt, pivot, and escalate priorities. An ethical framework guided decisions on where we can contribute most equitably and from a patient perspective. "This framework helped us stick to our mission and make decisions that were not based on financial factors," Daria says. "We based decisions on what was life critical."

By emphasizing global patient impact and eliminating commercial drivers, the framework strives to provide a thoughtful, objective and equitable prioritization.

* CEPI, The Coalition for Epidemic Preparedness Innovations
VMIC, The UK Vaccines Manufacturing and Innovation Centre
BARDA, The U.S. Biomedical Advanced Research and Development Authority



This pandemic reduced barriers for collaborating between government agencies, non-governmental organizations and industry players.

Daria Donati

Head of Strategic Technology Partnerships,
Named among the 22 most influential people in the fight
against COVID-19 by Fierce Pharma.

**Progress
that makes
us proud**

Catalyst for change

Social innovation is about creating new ideas that benefit people — either by meeting their needs, creating relationships or forming new collaborations. Here are two ways that reflect Cytiva's approach.

Testa Center is a not-for-profit, public-private joint venture between the Swedish government and Cytiva to promote growth of the life sciences industry and to close the gap between discovery and production scaling. In 2020 the center hosted the Testa Challenge, which invited six start-ups working to accelerate bioprocess innovation. Cytiva invests approximately 500 000 USD annually in the center.

Think Big: Accessing capital is one of the biggest challenges facing biotech start-ups. To help, the Cytiva team in China developed the Think Big accelerator platform to support start-ups in marketing technology, contacting bio-parks and venture capital experts. Of 70 applicants, 10 start-ups took part in the accelerator. Cytiva provided technical consultancy support to them for drug commercialization. At completion, 40 institutional investors showed interest in further exploring collaboration with the start-ups.

Think Big is designed as an annual campaign and its scope will expand in 2021.



Advancing health and society

**Progress
that makes
us proud**

From small seeds, big things grow

Working with the U.S.-based Seeding Labs since 2016, we've been providing financial donations and refurbished equipment valued at more than 400 000 USD. From Cameroon and India, to Peru and the Ukraine, equipment has been distributed to researchers at **19 universities** in 10 countries.

Giving a second life to our equipment creates new research platforms to solve important challenges. It has assisted West Africa's first large-scale study of antibiotic residues in water and enabled scientists in Ghana to develop ways for children to take anti-malarial medicines.

Support for their efforts do not end with equipment handover. An important part of our collaboration with Seeding Labs is continued support and knowledge sharing with researchers on optimizing use of our equipment.

In 2021, the initiative will continue to grow.



Think Pink generates six thousand hours of research

We want to provide scientists with the funding they need to make game-changing discoveries in cancer treatments, detection and, ultimately, help them find a cure.

During breast cancer awareness month in October 2020, Cytiva engaged customers, associates, its affiliate Pall and Danaher in raising more than 300 000 USD for the Breast Cancer Research Foundation. Our efforts spanned across the U.S., Canada, Central and South America, Europe, China, Korea, Australia and New Zealand.

The impact of our collective efforts? We are funding almost six thousand hours worth of breast cancer research.



Inclusion and diversity

Our promise

We won't ever stop embracing new ways of thinking. By helping enrich our sector with greater diversity and supporting individuals as they realize their full potential, regardless of gender, ethnicity, physical ability or sexual orientation, we're shaping a company that's human to its core.

The difference we make

We're creating an open culture where associates of all backgrounds can contribute, be themselves and want to stay. It's not enough to present opportunity and equality. Doing what's fair means all our associates get what they need to achieve, no matter their background or gender.

A wide range of perspectives also fosters better research and more innovation. By helping students from backgrounds that are under-represented in our sector to explore careers, we all win. We're creating a larger talent pool and are better able to meet varied needs of our patients and markets.

Professional and management roles filled by women

50%
by 2025

Professional and management roles filled by people of color in the U.S.

35%
by 2025

All of us

To create lasting change in the make-up of an organization, you have to start with its mindset. That’s why inclusion and diversity — in that order — is our priority. Rather than adopt quotas, we’ll create a more diverse organization by challenging set behaviors and identifying and removing barriers to change.

Our focus is on both gender and cultural diversity, which for us is more than a company KPI. We can do better, especially by understanding these issues locally. To address this, we set a global standard with regional representation to support local work.

Education and awareness-raising

To learn more about where we stand, in 2020 we sought input and insights from associates. Throughout the year, we held I&D Awareness workshops facilitated by all of the executive leaders and then cascaded dialogue through each respective leadership team. We also looked at systemic ways to drive greater inclusion including robust succession plans in the highest positions, and drawing candidates from diverse backgrounds. This work will continue in 2021 with a governance structure and an awareness-raising campaign.

Our aims for greater diversity are twofold. With 36.6% of our workforce female in 2020, we are working towards a gender balanced organization. And with 23.5% of our U.S. and Canadian workforce represented by people of color, we have a solid base to achieve the 2025 objective of 35% representation.

As part of the Danaher family, we share a group diversity focus and target. We participate in the Danaher Diversity Council and our approach is inspired by best practices across Danaher.

Multi-culture: foundation for innovation

We want to attract young people to a life sciences career. We have coupled that intention with our focus on achieving greater diversity.

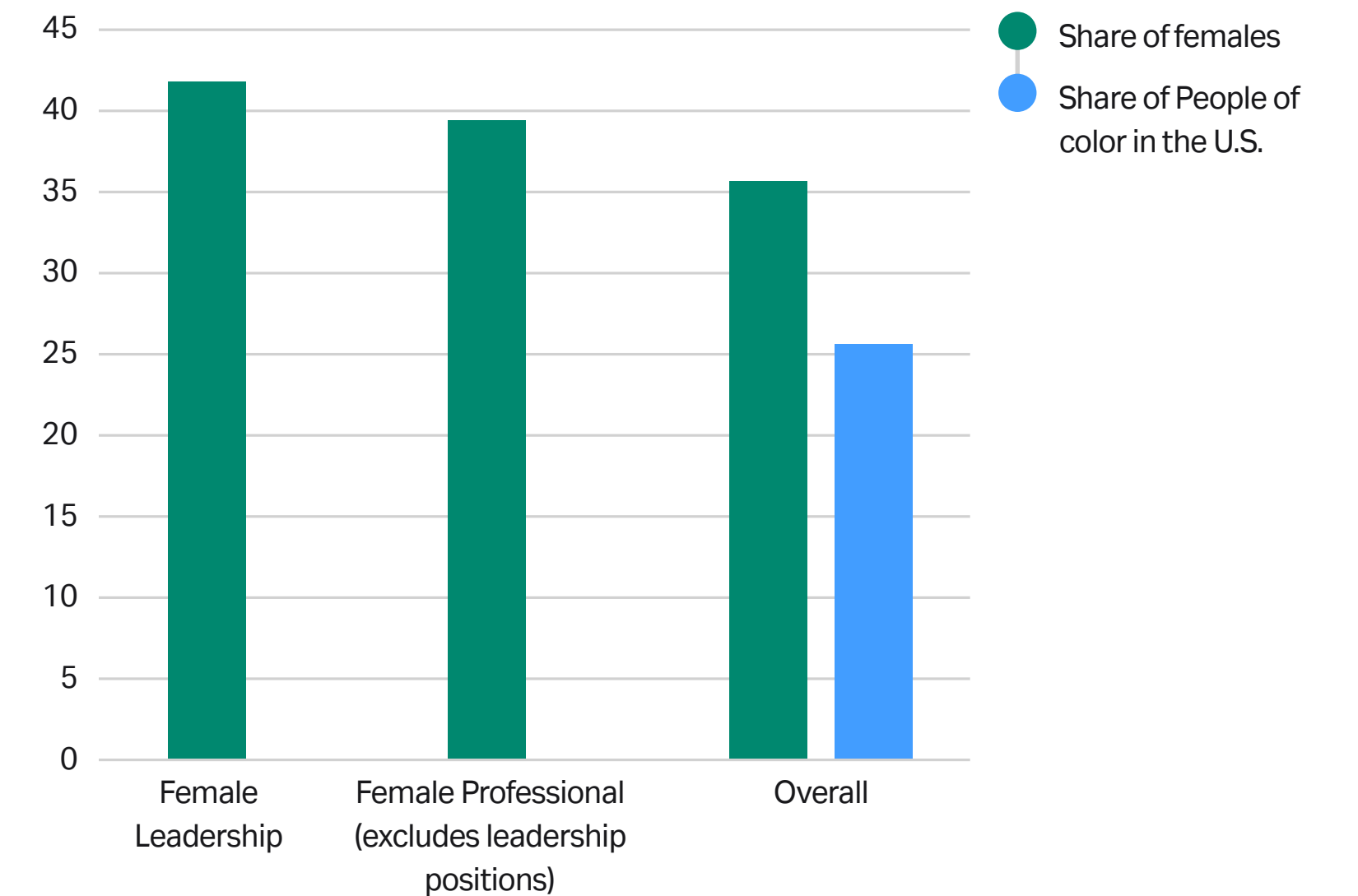
This year, we announced a collaboration with the Biomedical Science Careers Program (BSCP) to help inspire talented students to pursue careers in life sciences. We also joined Danaher in supporting the United Negro College Fund and Equal Justice Initiative with 25 000 USD to each organization.



We want Cytiva to be a place where people feel safe to come to work as their true, authentic selves.

Michael Santiago
Inclusion and diversity leader

2020 Share of women in workforce/People of color in U.S.



We are on track to achieve our 2025 targets for gender diversity globally and increasing the share of people of color in the U.S.

**Progress
that makes
us proud**

Diversity in science

We aim to play a part in the success of budding scientists; to inspire them to dream and become more.

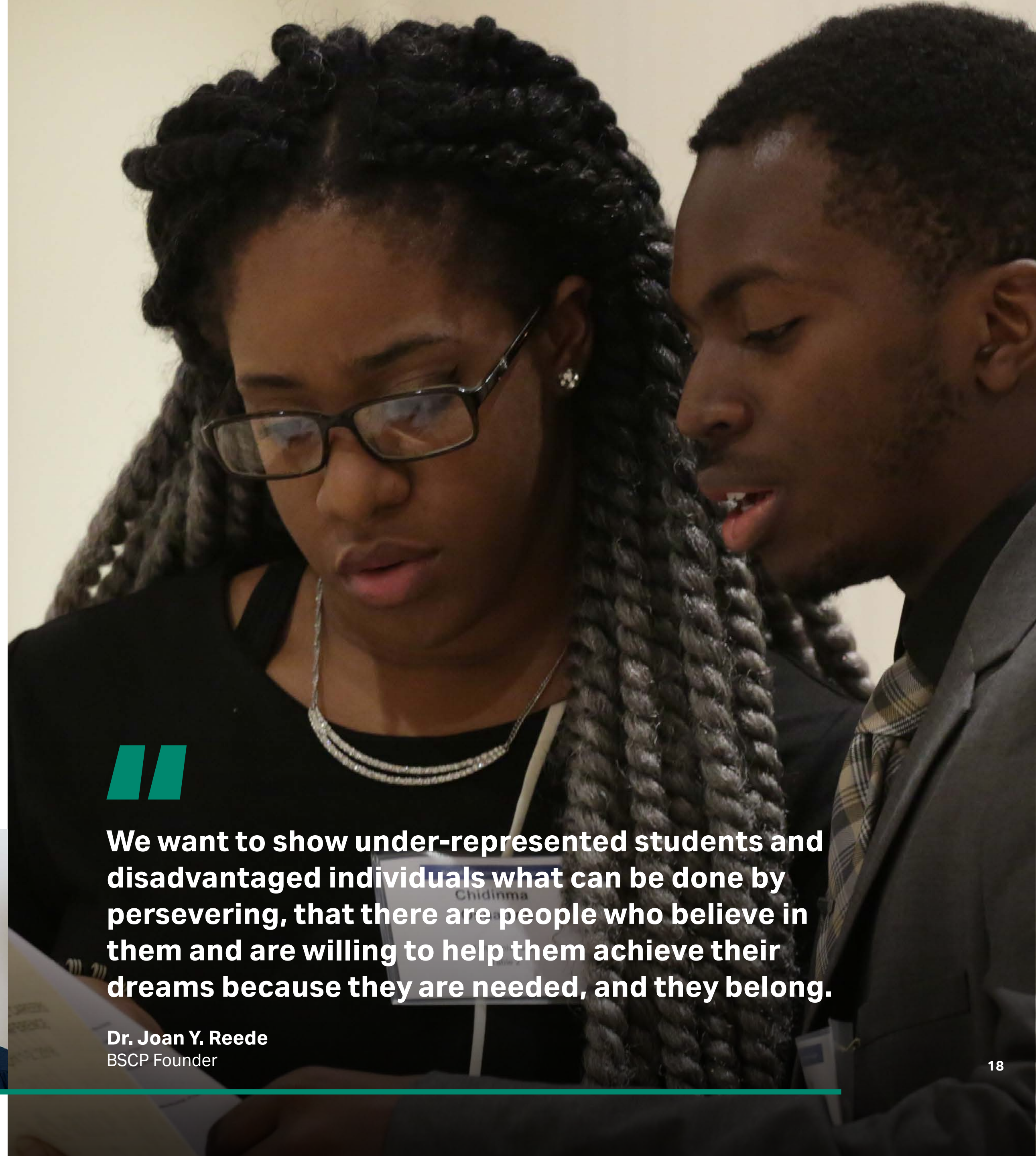
Thanks to the inspiration and dedication of three Cytiva associates, we're partnering with BSCP (Biomedical Science Careers Program) to help under-represented students explore careers in our sector. Since its inception in 1991, the U.S.-based BSCP has been supporting some 13 000 students and 1200 postdoctoral trainees and junior faculty members from every ethnic background, gender and financial status.

Associates-led

In 2020, we kick-started the collaboration with a contribution of 151 000 USD. Our engagement spans four aspects — internship, mentoring, a COVID scholarship and program support.

The initiative is built around the active engagement of associates. Every Cytiva associate can take part through mentoring; encouraging students, inspiring them and guiding them or by supporting the BSCP's other activities.

The pandemic has been hard-hitting for students that were dependent on part-time jobs and relied on services provided by their institution. The COVID scholarship will help students struggling to afford books, tuition, and computers.



We want to show under-represented students and disadvantaged individuals what can be done by persevering, that there are people who believe in them and are willing to help them achieve their dreams because they are needed, and they belong.

Dr. Joan Y. Reede
BSCP Founder

03

Planet

Contributing to tackling climate change and resource scarcity helps our planet thrive.

**2020
performance
highlights**

19%

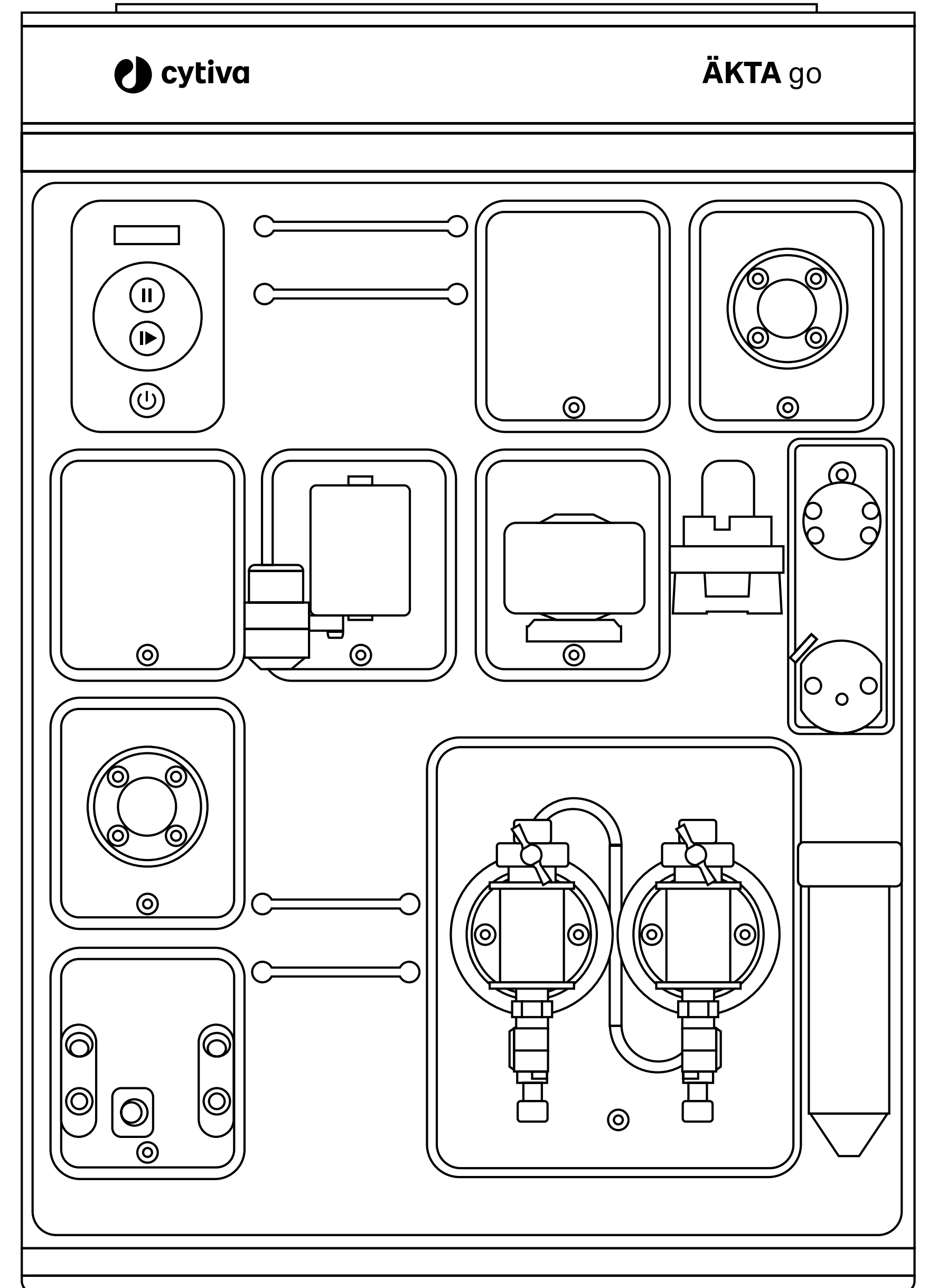
of our sites use only electricity generated by renewable sources.

-1.2%

absolute reduction of CO₂e emissions since 2019.

-6.5%

absolute reduction in water use since 2019.





Reduction in absolute CO₂e emissions in operations by

35%

by 2025

from 2019 levels
(Scope 1 and 2)



Reducing our carbon footprint

Our promise

We promise to tackle climate change head on. Through energy-efficiency gains, shifting to renewable resources and rethinking transport, we are cutting our CO₂e emissions, even as Cytiva's business is growing.

The difference we make

Every company has a duty of care to contribute to tackling climate change, which is among the greatest challenges of our time. Our climate targets are designed to support the 2015 Paris Agreement and society's ambition to limit global temperature rise to 1.5°C.

We aim to meet rising customer expectations at limited expense to the planet. Reducing CO₂e — carbon dioxide and equivalent greenhouse gases in our operations — elevates our long-term financial performance and improves our ability to manage risks.

Mapping our impacts

Our production processes can be energy intensive, especially our manufacturing of resins, paper and cell-culture products.

Our largest source of CO₂e in operations is the purchase of electricity and thermal energy used for steam, heating and cooling at our Uppsala site. This represents about 40% of our manufacturing capacity and accounts for 56% of our total emissions in 2020 (page 24).

Absolute ambitions

'Absolute' means that we will reduce CO₂e no matter how much we grow the business. That is our commitment to reducing absolute emissions. In 2020, we proved it could be done. While demand and deliveries grew significantly, we reduced our CO₂e emissions slightly during the same period.

Our 2025 aim is an absolute CO₂e reduction in operations. It is ambitious, especially considering the compound effect of our growth on annual emissions. We intend to achieve this reduction without accounting for carbon offsets.

In the next five years, we plan to reduce our impact through:

- Efficiency gains.
- Purchasing only renewable electricity and installing onsite solar panels.
- Shifting to renewable district heating and cooling at Uppsala and Umeå, Sweden sites.
- Shifting to renewable district steam at Uppsala and Umeå, Sweden sites.

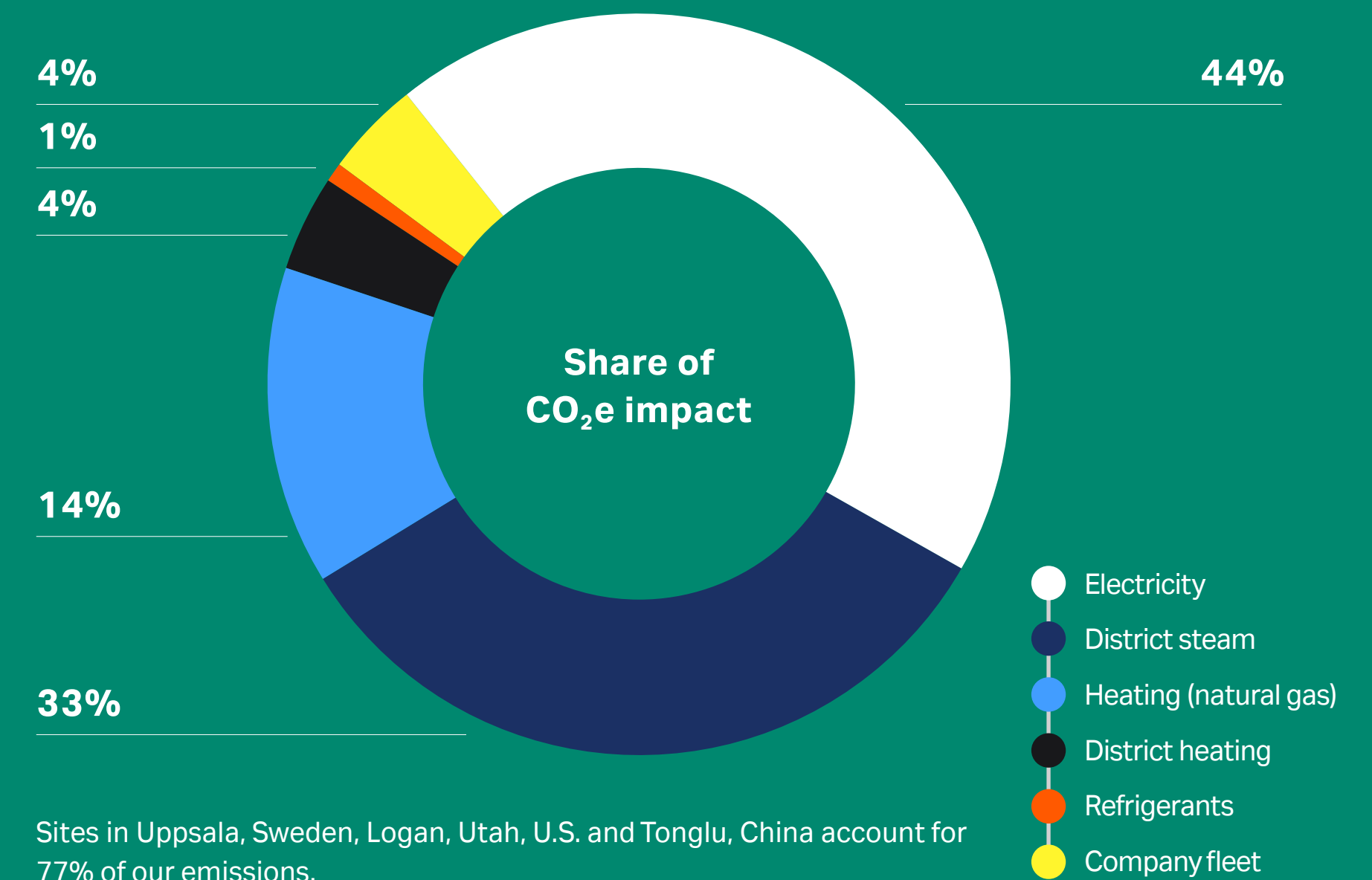
We also plan to integrate energy use in our design criteria (page 40). Progress will be measured twice a year and reported on annually.

Focus on electricity use in Scope 1 and 2 emissions

Our CO₂e impacts from operations fall under Scope 1 and 2 emissions:

Scope 1 = 19.4%. This covers emissions from onsite use of natural gas and other fuels, our vehicle fleet, and refrigerants.

Scope 2 = 80.6%. This covers emissions from electricity, district steam, and heating. See also page 63.



Sites in Uppsala, Sweden, Logan, Utah, U.S. and Tonglu, China account for 77% of our emissions.

Demand and deliveries grew significantly while our CO₂e impacts were reduced by 1.2%.

Beyond our own operations

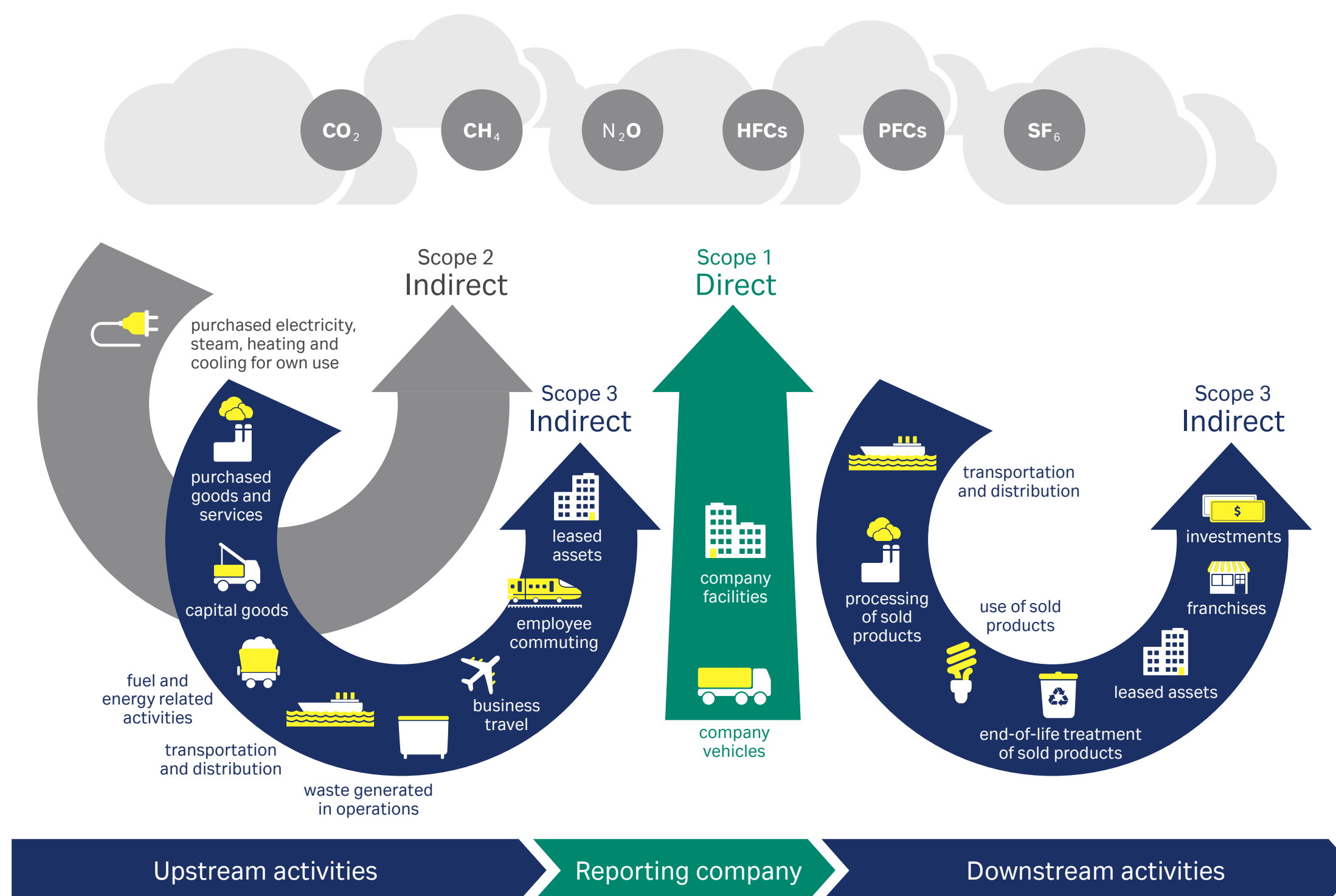
It's still early days to fully understand our carbon footprint outside our own operations (considered Scope 3 emissions). In 2021, we plan to quantify these indirect emissions throughout our value chain and expect that they will be greater than the direct and indirect CO₂e that are defined as Scope 1 and 2.

We already know that a major source of CO₂e is from transportation and logistics (Scope 3). The majority of Cytiva's transport emissions come from air freight, which has a material impact on our footprint. Work has begun to reduce this and we're shifting from air to sea and road for non-critical cargo (page 24).

By 2030, we intend to electrify our vehicle fleet and aim to switch from natural gas to renewable alternatives like biogas and biomass in applicable sites. New technologies will help us replace refrigerants that have a high global warming potential.

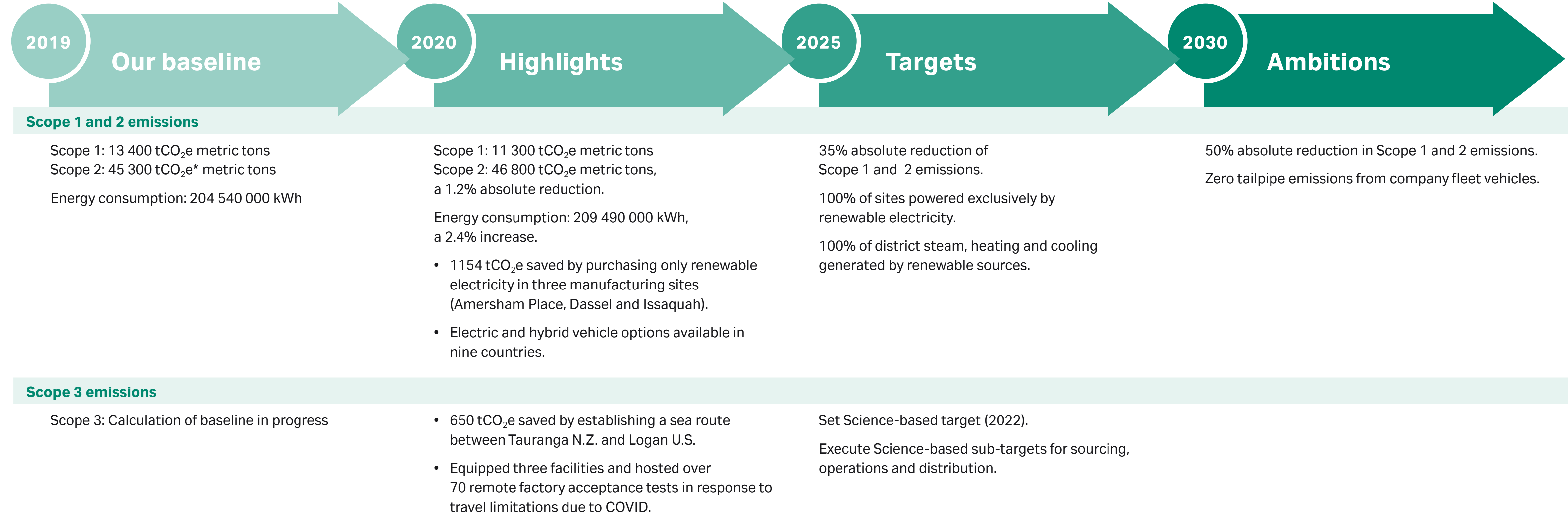
We're not going to stop there. By 2025, we intend to have in place:

- Science-based target (2022).
- Our largest suppliers will be engaged in carbon reductions.
- Transition from air cargo for non-critical freight.



For Cytiva, Scope 3 emissions will likely be greater than Scope 1 and 2 emissions, particularly due to the impacts at the distribution phase of our value chain. (Diagram: WRI/WBCSD)

Our road to 2030



Reducing our carbon footprint

Progress that makes us proud

From air to sea, road and rail

Cytiva will take a giant leap forward in reducing transport emissions by moving from air to sea freight for non time-critical shipments.

Already in 2020, our Tauranga N.Z. site shifted to sea cargo for shipments to our Logan, U.S. facility, and is reducing our annual CO₂ footprint by 650 metric tons and our freight spend by 400 000 USD.

The shift to sea freight often requires strategic planning. Customers often request shorter lead times and high-value items need special handling. We may have to overcome barriers in product requalifications. But air freight is also used for convenience, which makes limited sense on cost and environmental grounds. Sea shipping can cost between 40%–80% less and at a fraction of air’s CO₂ emissions.

What gets measured, gets reduced. As of 2021, we’re adding CO₂ emissions to our list of performance indicators and our logistics dashboard will include the CO₂ impact of our transport choices.



The wheels on the bus go round the world

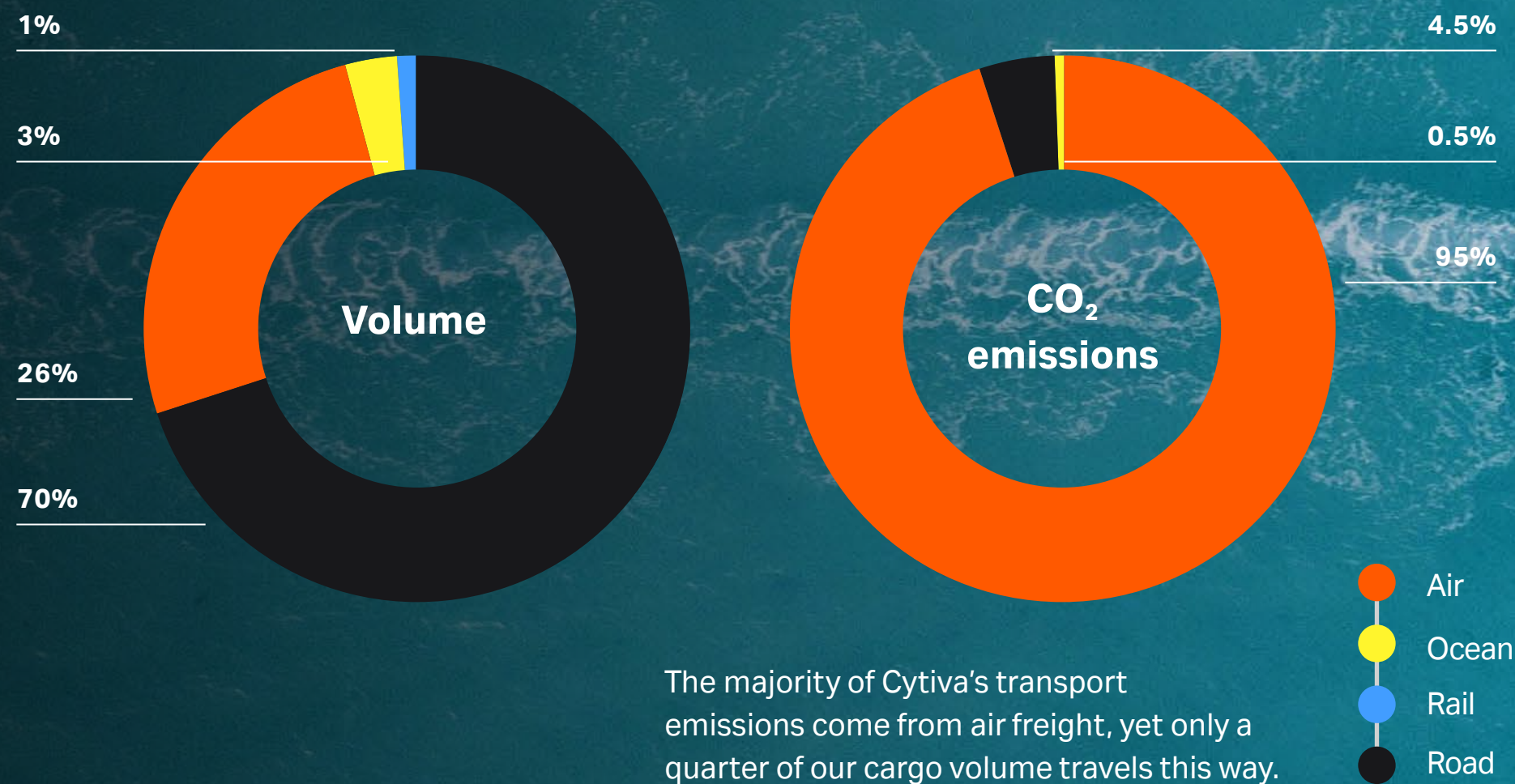
In Uppsala, Sweden, Cytiva is the largest private-sector employer in a city which aims to be fossil fuel free by 2030. Our Uppsala plant set the target to reduce absolute CO₂e emissions in operations by 50% between 2019 and 2025. In this way, we play a significant role in helping the city realize its climate ambitions.

To reach our target we will only purchase renewable electricity — primarily wind power — as of 2021 and make investments in technology that dramatically reduces energy and water use.

Steam used in manufacturing is reused for heating facilities, saving about 2900 MWh every year. Ozone technology is replacing traditional heating processes to sterilize water, which promises to reduce water, but also energy use by 10% and CO₂e by 9%.

We support the city in other ways, too. We are taking waste from resins manufacture and converting it into biofuel that’s used by the Uppsala municipal bus fleet. In 2020, we generated enough biogas to fuel one bus trip around the globe.

Share of transport mode by volume and CO₂ emissions



Single-use (disposable) products and components are widely acceptable for recycling or acceptable through an accessible recycling stream.

50%
by 2025

Evolving plastics

Our promise

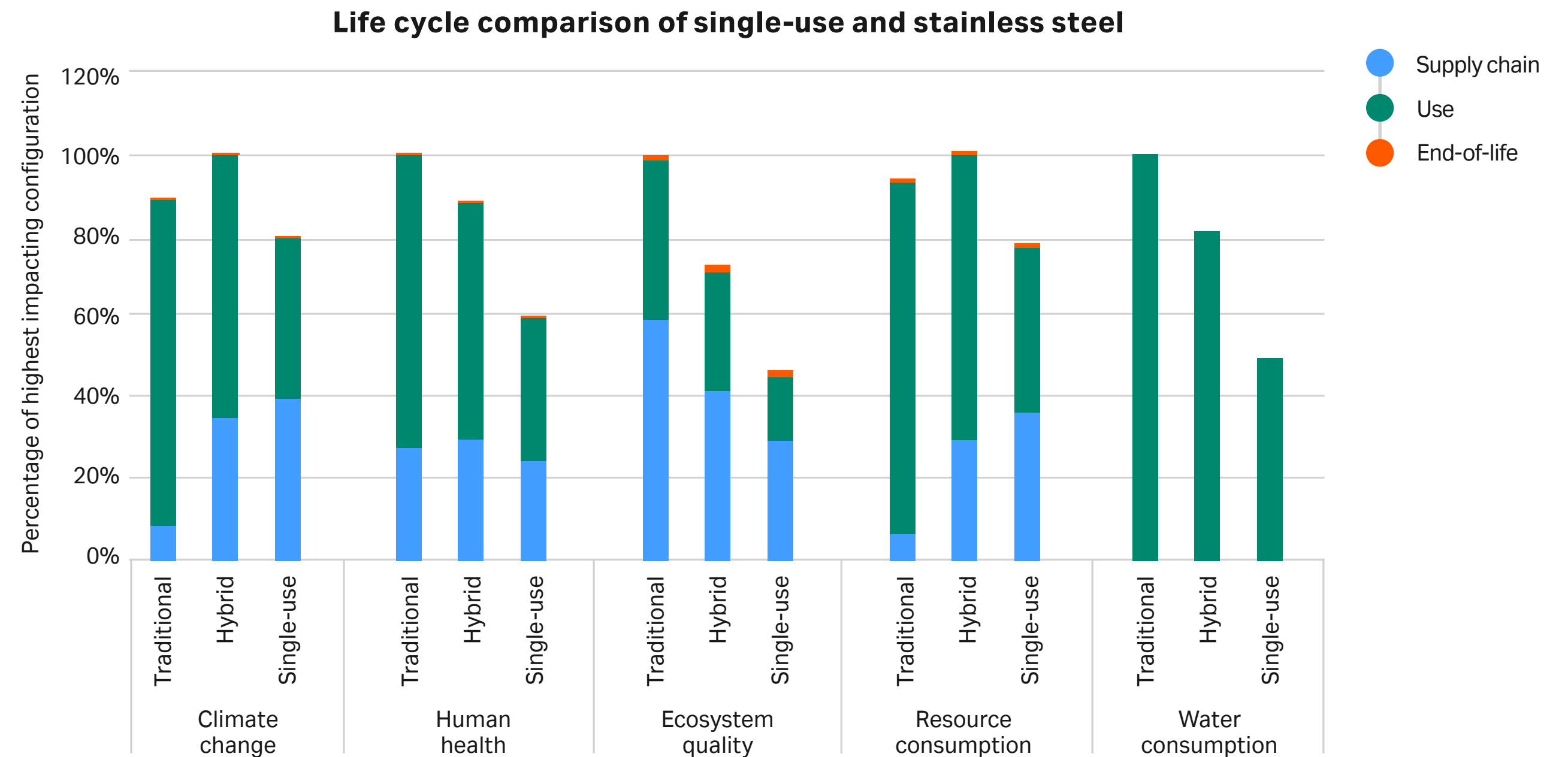
We promise to close the loop on how we use plastics across our value chain. We're doing so by introducing new solutions and helping our customers manage waste. These efforts reduce our climate impact and improve our raw material use.

The difference we make

Plastic is integral to our industry's ability to advance and accelerate therapeutics. Smaller batches and personalized medicines all rely on single-use plastics for safe and secure delivery. But we're aware that our dependence on plastic comes at a cost to the environment and to biodiversity. That's why we need to start thinking in circles.

Long-term, we want to shift towards more sustainable alternatives. In the short-term, we're working with customers and suppliers to find solutions for recycling and safe waste management. Our objective is to reduce the amount of plastic waste that goes to incineration or landfill.

The case for single-use



Life cycle analyses of impacts in seven cities in 2016 and 2018 indicate that single-use plastics have fewer impacts than traditional (stainless steel) or combined stainless steel and plastics across five environmental and safety areas.

As our business grows, so too will our use of plastic. And although there is a compelling case for plastic in our industry, the environmental downsides of its use are growing too.

Our main uses of plastics are multi-layer, single-use bags for bio-process manufacturing, syringe filters for laboratory research as well as polystyrene foam (polyfoam) for packaging purposes (page 33).

According to life cycle assessments commissioned by Cytiva in 2016 and 2018, single-use technologies have the environmental advantage over traditional stainless-steel manufacturing. It requires less energy and eliminates water and chemicals for cleaning during use.

Our two studies looked at monoclonal antibody and vaccine production at seven locations worldwide. The analyses found that single-use technologies have reduced negative environmental impacts with fewer risks of cross-contamination in bio-manufacturing.

One major drawback of single-use technologies is that they derive from fossil fuels, which are not renewable. Most of the waste from single-use is sent to landfill or incineration which has negative impacts on the environment and land use. To address this, we are collaborating with our customers and other life science suppliers to find better, and more circular solutions to this challenge.

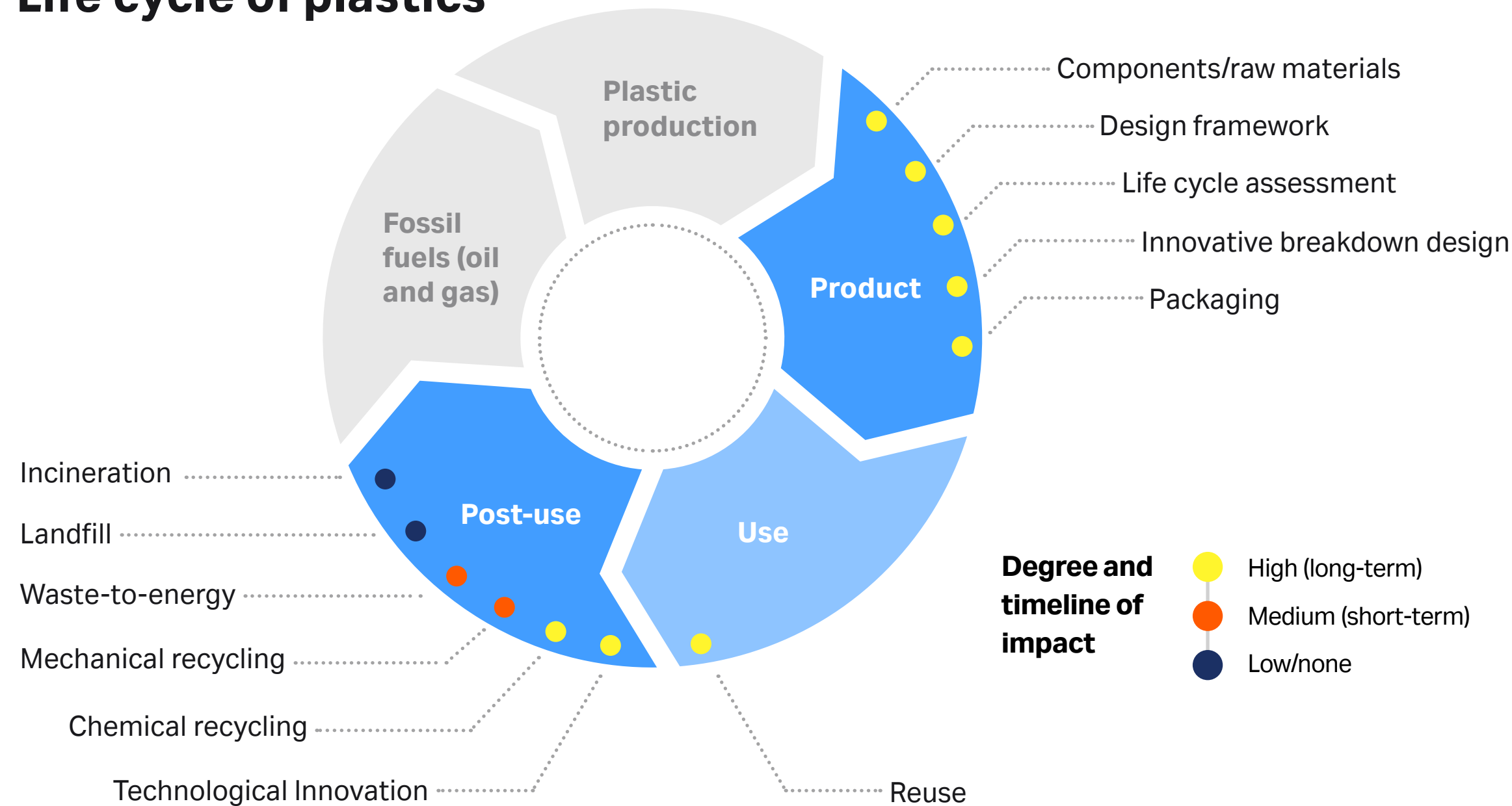
Towards circular



Sustainability is an integral part of the way we do business at Roche and I'm excited about the strategic partnership we signed with Cytiva. This will help us jointly find new manufacturing processes which bring us closer to the goal of minimizing our impact on the environment.

André Hoffman
Vice-Chairman and family owner
Roche

Life cycle of plastics



Reducing impacts at the design and recycling phases will deliver tangible shifts in the way we manage plastics and in the long-term, help us to close the loop on plastics.

We have a long-term objective to go circular, but to get there, in the short-term, we're making the shift product-by-product and customer-by-customer. We also need to better understand how our plastics are disposed of along the value chain and which plastics can be recycled.

In 2021, we intend to:

- Continue to chart our impacts from sourcing, production, shipping and customer use.
- Explore circularity from design framework to end-of-life.
- Create an infrastructure for how we manage waste in our operations and with customers.

Working together

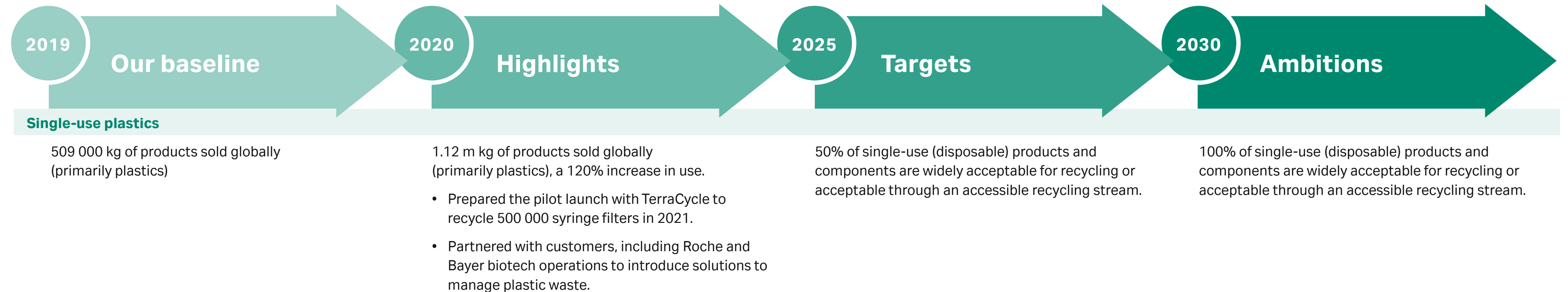
Collaboration is the linchpin of our recycling efforts. Many customers have waste targets of their own and we can play a part in achieving them.

In 2020, we announced a strategic collaboration with Roche, within which we will seek out smart and science-based solutions for waste management. With these downstream insights, we can better apply a more circular approach, stay ahead of environmental standards and regulations, share learnings within our industry and then scale.

We are collaborating with Bayer's biotech operations to determine how they can divert the plastic used in operations from landfill and incineration to recycling. We have also kick-started initiatives to help customers recycle plastics associated with our products, like syringe filter recycling that we are piloting in the U.S. in 2021.

Our road to 2030

Although we'll start with recycling, we won't stop there. Our toolkit includes mechanical recycling — engaging recycling providers to sort and reprocess plastics — and reevaluating the use of plastics at every phase of the life cycle to reduce its use in creative ways.



Progress that makes us proud

Recycling the unrecyclable

Starting in 2021, we're piloting a program with U.S. zero-waste company TerraCycle to collect our plastic syringe filters and turn them into something new.

Each time a lab technician uses a Whatman-made syringe filter, a piece of plastic often the size of a checkers game piece is left over. We produce more than 25 million of these syringe filters every year, and in doing so, consume more than 88 metric tons of polypropylene. Owing to the complexity of recycling the membranes, syringe filters could previously only be disposed of in landfills or were incinerated.

Syringe filters account for about 15% of the plastics we sell by weight, so if we can crack the challenge of recycling them it will make a real impact on our plastics puzzle.

Engaging customers

Cytiva is piloting the initiative in the U.S. with customers who are not generating biological or hazardous waste. TerraCycle will provide the infrastructure for recycling by supplying collection boxes and setting up a system for returning them.

Each TerraCycle box will hold about 10 000 syringe filters. The used syringe filters will then be processed into recycled plastic that can be used for composite decking or shipping pallets.

We see big potential for this approach across our markets. By offering this innovative solution, we can essentially change mindsets in the industry on recyclability.

500 000

The number of syringe filters we aim to recycle in 2021.



We're committed to finding more sustainable solutions and we believe this program will inspire others in the life sciences industry to follow suit. When producer, customer and recycler join forces everybody wins.

Dan McElroy
Product Manager, Lab Filtration

Rethinking packaging

Our promise

We promise to join the *re*-revolution. Through innovative packaging solutions aimed to rethink, reduce, reuse and recycle, we're minimizing our footprint and delivering more customer value.

The difference we make

We are taking a hard look at primary packaging — the last layer between our product and end users — and the secondary packaging that helps us transport and handle shipments. Our aim is to introduce solutions that not only protect our products, but also use resources responsibly, reduce waste and ultimately contribute to climate action.



Secondary packaging (for shipping) reusable or widely acceptable for recycling.

50%

by 2025

Plastic packaging to be made from recycled content.

50%

by 2025

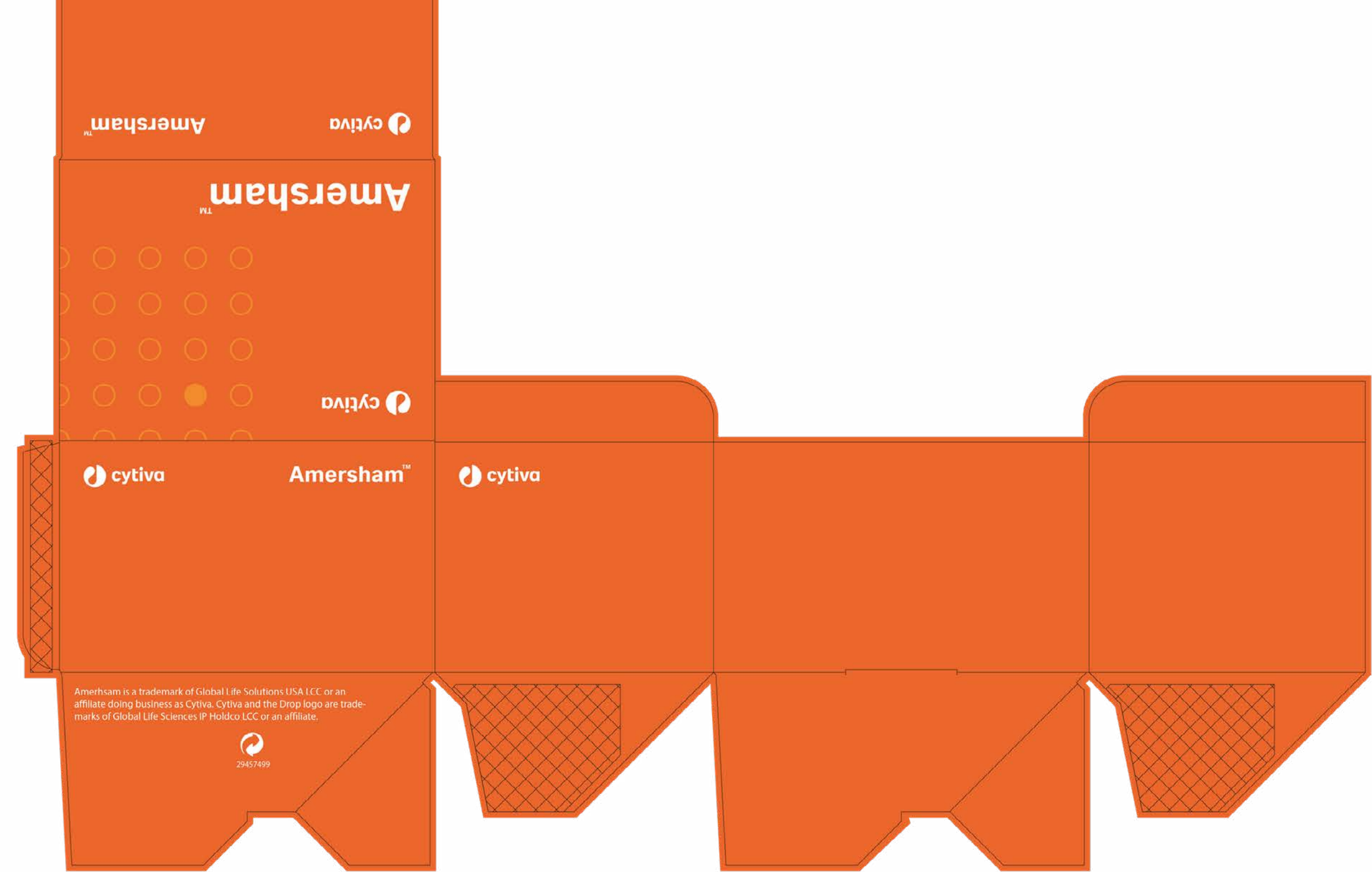
Wood, paper and cardboard packaging is made of recycled content or sustainably harvested from responsibly managed forests.



50%

by 2025

Thinking inside the box



Cytiva currently produces some 17 000 different products, which puts packaging at the heart of our resource use. And although packaging has a crucial role to play in protecting our products and transporting them efficiently, its function is limited to a small window of time and its environmental footprint may linger far longer.

Today, our packaging mix consists mostly of cartons and plastics, but it also includes glass, wood, aluminum, metals, metal pieces and plastic. All consume energy during production and can emit CO₂, NO_x and SO₂ at incineration.

Replacing polyfoam

At the top of our priority list is replacing the polystyrene foam (polyfoam) that we use for temperature-controlled transportation with more sustainable alternatives. These are single-impact cushions which can't be reused for other purposes or recycled easily and even when managed well, polyfoam gives rise to health and climate impacts.

Smart transport

Air transport for product distribution is also CO₂-intensive. By reducing the volume of cargo through smarter packaging, we are

transporting less air (void fill) and thereby incurring less CO₂. This will also benefit our bottom line, as shipping costs factor in the size and volume of each package. Our estimates suggest that by rethinking design we can reduce packaging volume as much as 25%.

Local procurement is a priority. We want to ensure that the actions taken to reduce our packaging impacts are not at the expense of our climate intentions. Packaging solutions that can be delivered by local packaging suppliers reduce unnecessary transport and also incur less CO₂ emissions.

Our road to 2030

In 2020, we mapped packaging and waste generated and identified local partners to further explore solutions. Work will continue in 2021, especially on finding more sustainable solutions for consumables, polyfoam, drums, and crates.

By 2030, we aim to eliminate packaging that cannot be re-used or recycled or that does not come from sustainable sources. To achieve this, we need to look at the environmental and product implications of every packaging choice while adhering to strict regulations.



New initiatives

To the beat of a different drum

From our plants in Logan, Utah, and Pasching, Australia, Cytiva delivers about 63 000 drums of cell culture to customers every year. The quality and durability of the 50, 100 and 200 liter plastic barrels are high because they are carrying precious cargo. They hold the nutrients required to grow cells used to manufacture vaccines. But the drums are mostly used only once and then sent to landfill.

In a pilot in 2021, we will explore how to scale the use of the barrels, return them to our operations from customers, clean and put them back into service again. We see the potential to reuse the barrels up to 10 times before they are remanufactured and reground for other purposes.

In the U.S. alone, when the pilot is fully implemented we will be able to save 30 000 drums from landfill every year and cut CO₂ emissions by 500 metric tons.



Goodbye polyfoam!

For decades, we've used polyfoam to keep frozen serums cold and safe during transportation. Our Cell Culture division in Australia and New Zealand ship 318 m³ of the material every year.

In 2020, we kicked off a project to replace this polyfoam with solutions; single-use, plant-based packaging for short lead-time shipments; and vacuum insulated panels for longer shipments.

These solutions even maintain temperature for longer; serums are kept cold for 134 instead of 79 hours. The switch also reduces the volume of transported cargo, and since 90% is via air freight, we're making significant transport cost savings.

The project will be piloted in N.Z. and expanded to 12 sites in 2021. We expect to halve polyfoam use for the N.Z. site in 2021 and eliminate its use company-wide by 2025.

Water efficiency
improvements.

15%
by 2025

Using water responsibly

Our promise

We promise to keep freshwater — one of the Earth's most precious resources — flowing. We're reducing our water use, improving water quality at our facilities and introducing solutions that help our customers test to rigorous standards.

The difference we make

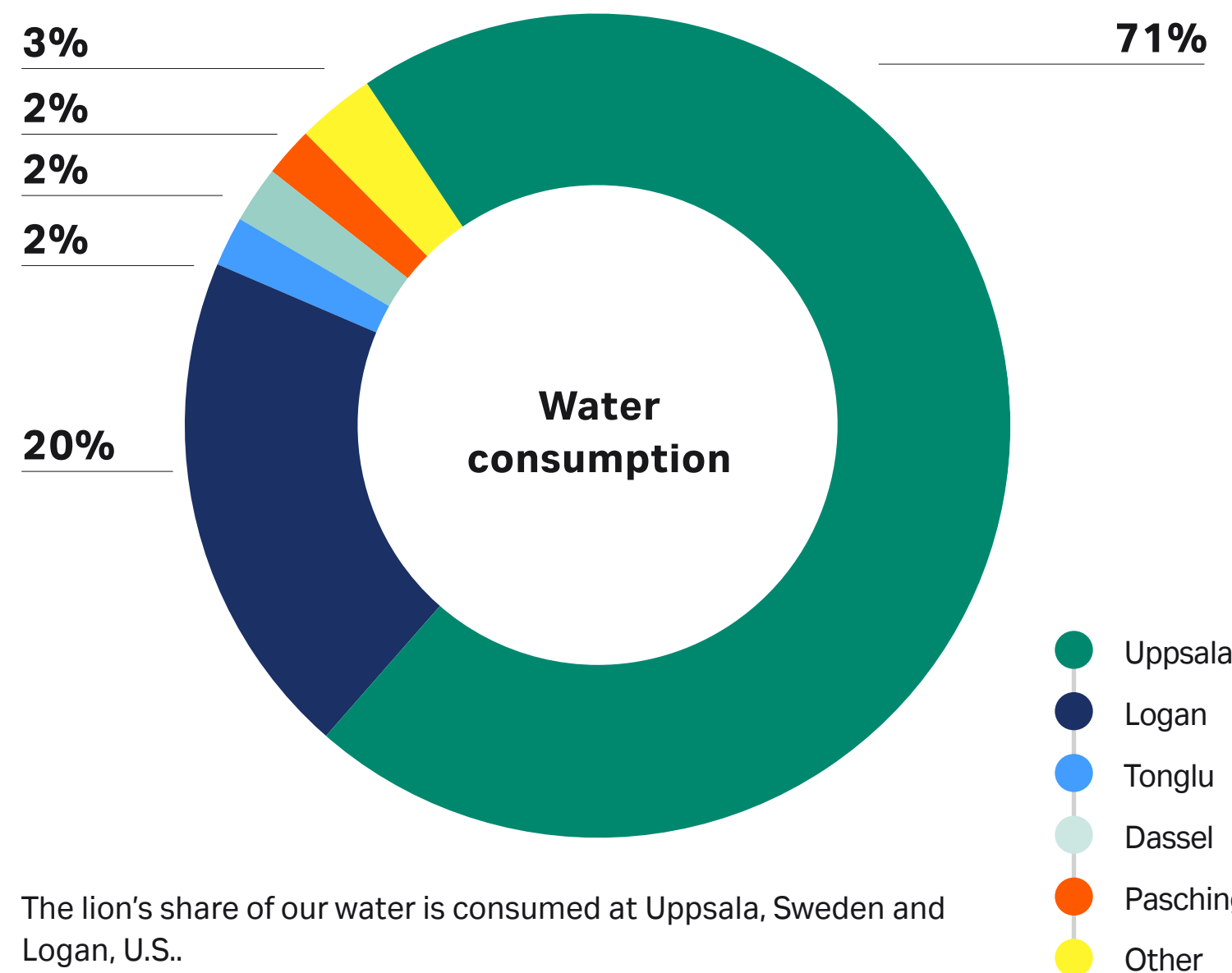
We want to be part of the solution to society's two big water challenges: scarcity and pollution. Regulation of water quality is becoming stricter, but at Cytiva we aim to go beyond legislation and strive for best in class. We see this as vital for building trust among local communities, customers and other stakeholders that share this precious resource with us.

The two sites that make the difference



Just like Cytiva, the city of Uppsala is growing — by 50% to 2050. It's important for us to understand Cytiva's needs and capacity when we do our long-term planning.

Sigrid De Geyter
CEO, Uppsala Vatten och Avfall (water and waste)



The lion's share of our water is consumed at Uppsala, Sweden and Logan, U.S..

Water is a global challenge. But addressing it effectively means managing it as a local priority and working with local stakeholders.

Cytiva facilities consume around two million m³ of water every year. Two facilities — Uppsala, Sweden and Logan, U.S. — account for 91% of our water use and it's here we focus our efforts. Roughly 86% of our water comes from municipal supply; the remainder is drawn from ground and surface water. In 2020 we withdrew 2.0m m³ compared to 2.1m m³ in 2019. This reduction is due in part by recycling the water used in manufacturing processes in Pasching, Austria which generated a 77% reduction for the site.

Over the last five years, we have invested over 17 million USD in Tonglu and Uppsala to reduce water consumption and improve wastewater quality.

In Uppsala, Cytiva consumes about 10% of the municipal water supply. In 2020 we introduced technology that treats purified water with ozone instead of heating in the production of resins. The solution is not only climate smart, it cuts our steam consumption and thereby water use by 200 000–400 000 m³ annually.

No Cytiva site is located in high-risk areas for water stress, where current and future supply does not meet demand. Although Dassel, Germany and Westborough, U.S. are in areas with medium to high risk, their water consumption is relatively low. Local constraints on availability apply in Uppsala and in Pasching.

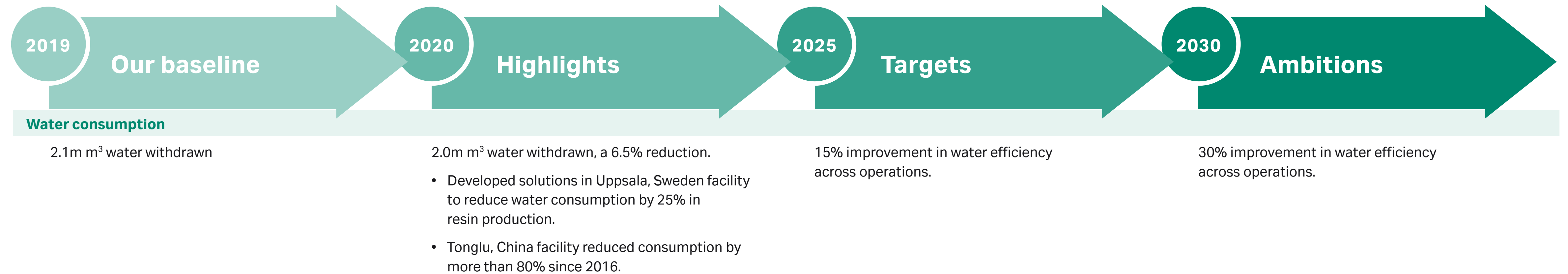
We have ongoing dialogue with municipalities on estimated future consumption and on the residual chemicals sent to wastewater treatment plants. This helps us secure operating permits and builds trust in our operations.

Our road to 2030

Investments in technology

In our own operations, meeting our promise requires input from almost every part of the business — from quality assurance to suppliers and customers, and from regulatory support to research and development to production. Investing in production technologies will take us a long way to our goal, as we've done in Uppsala and Tonglu.

Our long-term objective includes identifying water risks in our supply chain, engaging in solutions and avoiding sourcing water-intensive processes in regions with higher water stress.



Using water responsibly

Progress that makes us proud

Go with the flow in Tonglu

Our Tonglu site has invested more than three million USD over four years to make its manufacturing processes more water efficient. The measures have reduced its annual water consumption by more than 80% since 2016.

Today, the water that flows from the facility back into the municipal wastewater treatment plant goes beyond China's highest standards for discharged water. In the process, Tonglu has reduced its water costs by 95% — a saving that has been reinvested in new recycling facilities.

80%

reduction of water consumption

95%

reduction in water cost



The investments made in Tonglu to optimize water use and raise its quality shows the business value of being resource smart.

Eric Wu
Tonglu site leader

Capacity building the smart way

Team Water Saver is among the winning teams of our Innovation Accelerator, Planet Business. They found a way to annually reduce water use in resin production by around 25% — or 1800 m³ — and at the same time, remove 275 metric tons of chemicals and 322 tCO₂e.

The Uppsala team demonstrated that what's good for the environment is good for patients. By rethinking production processes we reduced water use while increasing production capacity by up to 50% in identified key processes.

Per-Mikael Åberg, Senior Scientist and Team Water Saver member explains: "Much like when washing clothes, we found that it was more efficient to wash the resin with smaller volumes of water in each cycle. These changes have reduced the amount of water needed in each washing cycle and we've reduced acetic acid use by two thirds."

Next step: we're making lab-scale experiments to see if similar savings can be accomplished in other Cytiva processes.

25%

reduction of water consumption

<50%

Increase in identified* capacity
*Increase varies depending on process

Testing for quality

With growing concern of the impacts of climate change, freshwater scarcity and even the spread of diseases, testing water supply has never been more important.

We have a role to play, Cytiva's Whatman™ filters supported over two million environmental tests in 2020. Researchers use Whatman™ filtration devices with Anopore™ membranes and glass fiber filters to measure carbon and microplastic levels and the spread of viruses in our lakes, rivers and oceans.

04

Foundation

The processes, priorities and the relationships we're building across the entire value chain that will shape a resilient company.

2020 performance highlights

<6 mo

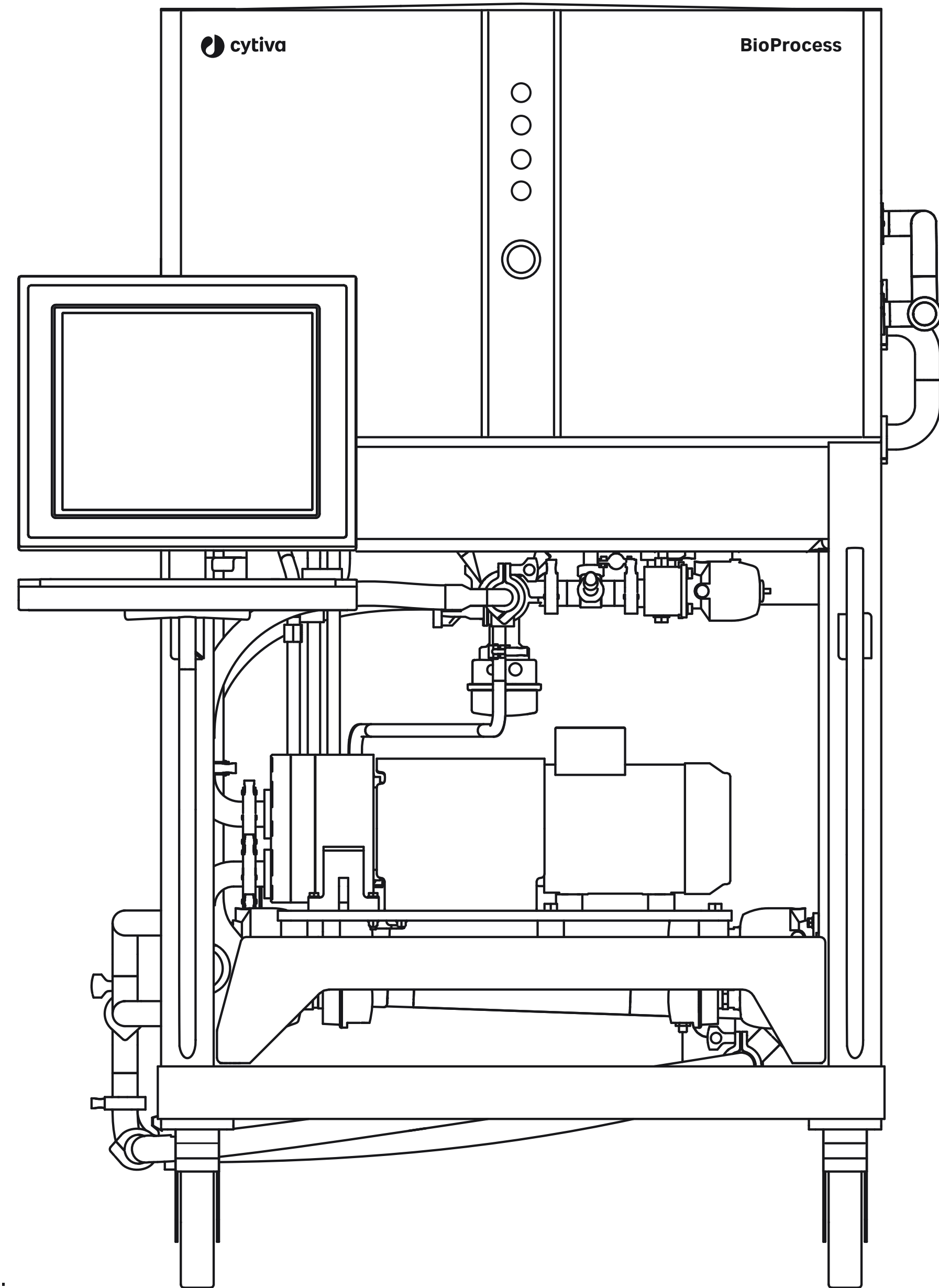
20% of our strategic suppliers have submitted sustainability assessments through EcoVadis.

49%

reduction in health and safety incident rate over five years.

3.8m

USD invested in developing six finalist concepts of our 2020 Innovation Accelerator program.

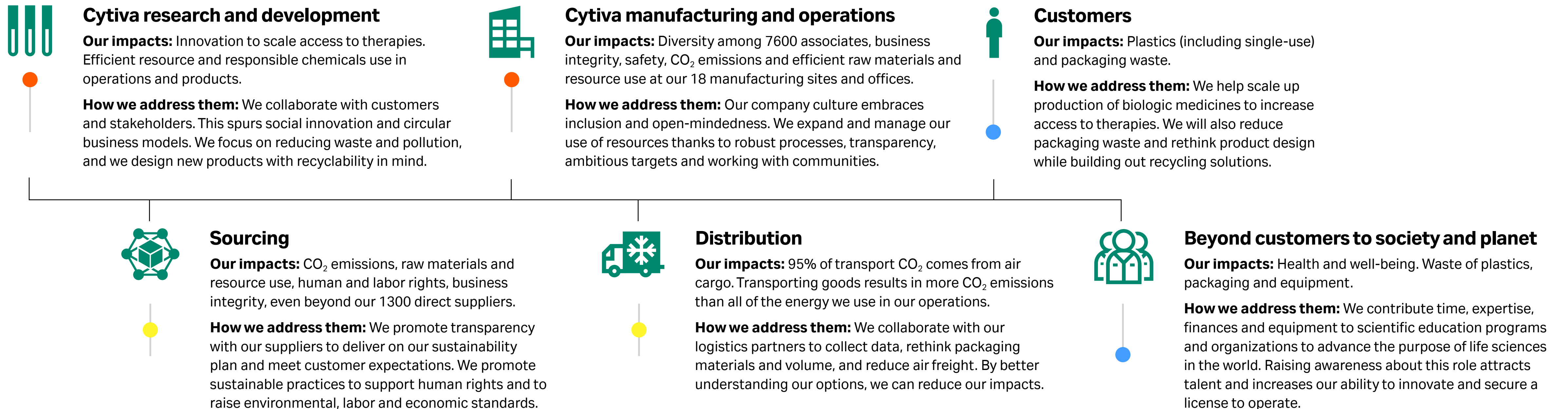


The degree we can influence impacts along our value chain

- High
- Medium
- Low

Impacts along the value chain

Looking through the lens of our value chain shows us how actions in one phase influence the degree of our impacts in another.



Sustainable by design

We're integrating sustainability in our design process, by introducing principles of life cycle analysis.

Life science customers demand a high level of consistency across product design to ensure quality and to eliminate the need for extensive process re-validations. Our challenge is to balance these expectations while at the same time shift to new and more sustainable solutions.

For this reason, all Cytiva product managers use a business process known as the PRDx — Phase Review Discipline. It is a company-wide framework with nine milestones for product life cycle management which includes updating products and introducing new ones to ensure quality and regulatory compliance.

Life cycle approach

We're currently updating the PRDx with greater guidance on integrating sustainability principles, based on a life cycle framework for new products and product revisions.

This will help us transition from a linear model (take-make-waste) to a circular model that is regenerative by design. We will look to design-out waste and pollution at every phase of the life cycle, to keep materials in use and maintain the highest utility value.

In 2021, we will pilot the revised PRDx framework for eight projects and train the organization on the revisions thereafter. By 2025, we aim to develop the majority of our new products in the portfolio according to the updated PRDx.

Collaboration is king

For us, product design requires a collaborative approach with our customers, vendors and academic institutes. This helps ensure that product revisions are according to best practices, informed by customer needs, the latest research and meet performance expectations.



Sustainability is one of our top five criteria in innovation now. Building on our strong culture of compliance, we see an opportunity to drive leadership through sustainability.

Dirk Voelkel
Vice President, Innovation

2020 highlights

- Reviewed the PRDx process to identify improvement areas for sustainability.
- Globalized our substance program to comply with environmental regulation similar to the EU's RoHS directive and REACH, including regulatory surveillance.

What's next

- Finalize the new PRDx framework to enhance and operationalize life cycle assessment principles.
- Explore how we can embed circular design into our products.

Accelerating change

Planet Business, our associate-led Innovation Accelerator program, challenged us to rethink the status quo. We are investing 3.8 million USD in implementing six concepts that emerged from the program.

Air 95%

In 2020, we crowd sourced bright ideas from across Cytiva that had the potential to address urgent sustainability issues while creating opportunities to sharpen our business model further.

In this Planet Business innovation accelerator program, six teams made our finalist list, selected by a panel of experts and informed by the engagement of 1300 associates, or 20% of the organization. The finalists' ideas spanned from improving packaging and reducing water use to cutting CO₂ emissions and single-use plastic solutions that can deliver greater circularity.

Representing the U.S., Sweden and New Zealand, these finalists fine-tuned their concepts, business cases and pitching skills during an eight-week bootcamp before presenting to an investor panel of Cytiva CEO Emmanuel Ligner, CFO Maria Khoury, Head of Sustainability Emmanuel Abate, and Wolfgang Kuhne, who leads strategic collaboration for Roche.

Their ideas impressed the investors so much that all six teams got a share of the 3.8 million USD pot. Over the next year they will use the funds to bring their ideas to life.

"We weren't expecting all six ideas to be funded, but they were all impressive and had a strong business case," says Dirk Voelkel, VP Innovation.

See more about the outcome of the projects on [page 33 \(Goodbye polyfoam\)](#), and [page 37](#).

Responsible purchasing

To understand our full impact on people and the environment we need to see the whole picture, even when the impacts occur beyond our direct control. We also want to help suppliers improve their sustainability performance. That's why we're integrating supplier monitoring and improvement in our sourcing program.

All Cytiva suppliers must verify that their standards for environmental protection, labor and human rights and anti-corruption reflect our expectations, and those of our customers, which helps to support our commitment to the 10 principles of the United Nations Global Compact. Our expectations are specified in the Danaher Supplier Code of Conduct.

Assessments and reviews

In 2020, we established our responsible sourcing program. At the same time, we've focused on building capacity and ensuring adequate supply to meet demand in this extraordinary period of growth.

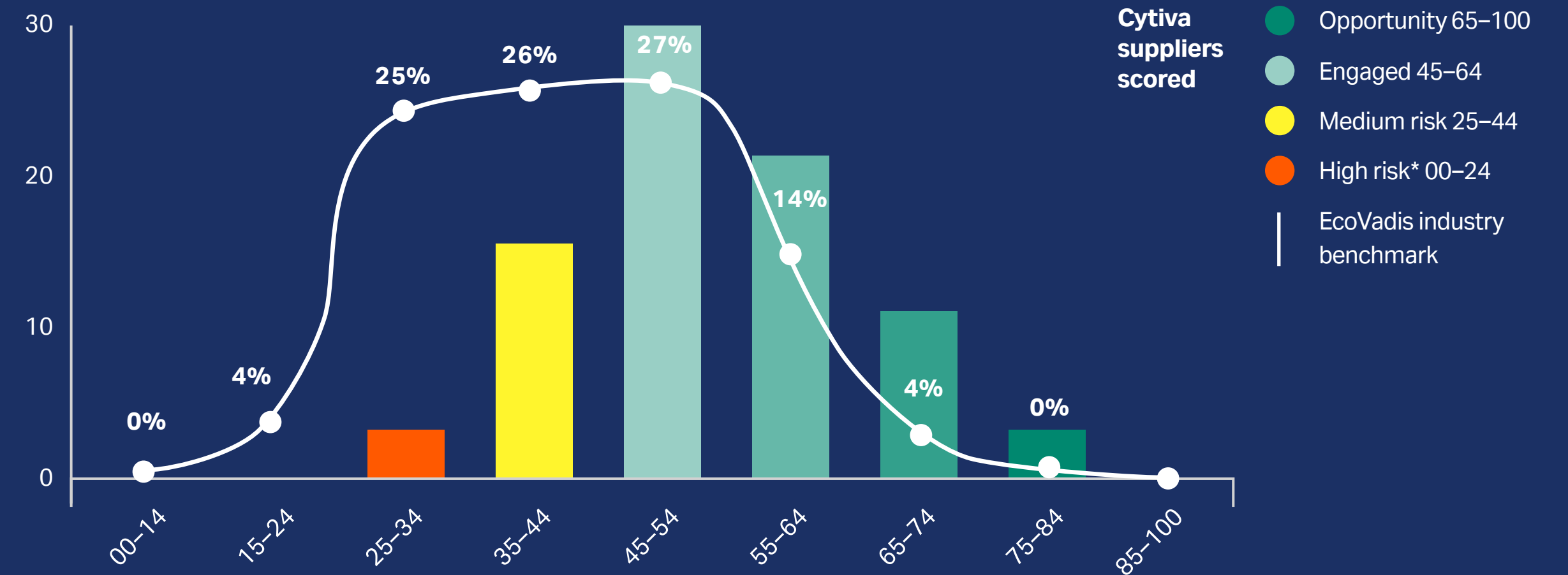
We were able to juggle these objectives by working with a third-party sustainability rating system to track supplier impacts. EcoVadis is used by many of our customers and they provide us with industry-wide comparability. We require all 132 strategic vendors to submit their sustainability performance data through the EcoVadis tool.

Although no critical issues were uncovered with any supplier, we did identify areas for improvement among some in regards to excess overtime hours, which is an important indicator of ensuring that labor rights are protected.

In 2021, we plan to integrate sustainability criteria into our audit and supplier qualification processes. We'll also focus our onsite audits on the top-spend vendors when we intend to expand use of their services and on suppliers located in regions which may present a higher risk of non-compliance to the Supplier Code of Conduct.

As our program develops, we will put in place greater emphasis on building collaborations to achieve our strategic sustainability promises and drive continuous improvement.

Comparison of Cytiva vendors against the industry benchmark, based on EcoVadis sustainability performance scorecard



At year-end, 62 Cytiva vendors were rated according to EcoVadis supplier scorecard of the 82 vendors that had submitted their data. With an average score of 54, their rating exceeds the industry benchmark. The majority were rated as 'Engaged' or 'Opportunity' on EcoVadis' performance scale.

Sourcing

Focus on material and regions

Roughly 50% of our suppliers are located in Europe, 40% are in North America and 10% are in India, South America and China.

Plastic and chemicals account for around 50% of our purchasing spend and 35% of our vendor base. The remaining 65% of our purchasing is for hardware products like electronics and metals. These materials pose a range of environmental, labor and ethical risks, depending on the material and the vendor's location. We need to deepen our understanding of these risks, especially beyond our direct suppliers.

Mapping conflict minerals

Cytiva also reports to Danaher on our sourcing and use of conflict minerals specifically gold, columbite-tantalite (coltan), cassiterite and wolframite, including their derivatives, which are limited to tantalum, tin and tungsten. These conflict minerals pose environmental and human rights risks, and we have a duty of care to trace their origins. We are committed to ensuring that these minerals derive solely from suppliers that meet our standards and can track their sources.

2020 highlights

- Established a responsible sourcing program.
- Received sustainability assessments from 82 vendors of which 24 are strategic suppliers. Strategic suppliers represent 80% of our purchasing spend.

What's next

- Fully roll out the EcoVadis program to all 132 strategic suppliers.
- Initiate audit process for all new direct suppliers, existing suppliers from countries with medium and high risk of non-compliance and indirect suppliers that are required to align their quality management system to our own.
- Incorporate sustainability criteria in the supplier selection process, in performance reviews and in our daily interactions with our vendors.
- Engage with peers on industry best practices.

The Danaher Supplier Code of Conduct

Suppliers are expected to meet our expectations for sustainability as stated in Danaher's Supplier Code of Conduct. This requires all suppliers to:

- Commit to the highest standards of integrity
- Comply with applicable labor and employment laws and regulations
- Comply with applicable environmental, health and safety laws and regulations
- Have effective management systems in place to continuously improve in areas regarding human and labor rights, environmental performance and anti-corruption.

danaher.com/suppliers

Expansion in the spotlight

In 2020 we announced we will be investing 500 million USD over the next five years to meet growing demand, and to better align with customers globally. This expansion includes building new facilities, as well as modifying and upgrading existing sites and processes.

LEEDing the way

To support this expansion, we'll be launching a construction framework for new and modified buildings in 2021 to make sure that sustainability criteria is designed into expansion plans. The framework reflects the principles of Leadership in Energy and Environmental Design — LEED — which is building certification criteria in five levels that promote energy and water efficiency, smart materials use and innovation in design. Our new facility at Signy Park, Switzerland will serve as a blueprint for the framework (page 45).

Mary Blenn, Vice President, Global Supply Chain explains how we're designing in sustainability priorities while growing our manufacturing footprint.

How will the sustainability agenda influence our supply-chain priorities?

We're in the process of making significant expansions across four of our facilities in 2021. We're adopting a holistic, integrated approach to how we intend to build and operate. This applies across all project disciplines from architecture to automation, process and operating facilities. Our approach opens people's minds to the importance of environmental and well-being priorities from the start, rather than as an afterthought.

To what extent are customers influencing our decision-making?

Product specialization is a key growth driver for Cytiva. At the same time, our customers increasingly want to have local supply chains, which require less logistics. This benefits our CO₂ footprint but adds complexity to our global supply chain. We support customers in their sustainability aims and are looking for partners that want to do the same. So for us, it's about balancing quality, economies of scale and geography.



**Progress
that makes
us proud**

Powered by the sun

In the heart of Europe, not far from Geneva, Cytiva is constructing a leading-edge facility that is stretching our understanding of what's possible when it comes to facility energy use, efficiency and associate well-being.

The Signy Science Park facility will cover an area of 7360 m² and include a Center of Excellence with manufacturing facilities, a customer training center and R&D laboratories. It will allow us to increase capacity of single-use technology kits for our Sepax and Sefia cell processing systems by 250%.

At the same time, all of our energy needs will be from renewable sources — the vast majority of which will come from onsite solar capabilities — and we'll use thermal energy to heat and cool offices. Signy Park will serve as an in-region manufacturing center, which will go a long way to reducing global logistics.

The site is expected to be fully operational in 2022 and will house up to 200 associates. It meets the criteria of the Swiss' energy efficiency standard, Minergie 2020, a global platinum standard.

100%

of electricity needs will be supplied by renewable energy.



Managing our sites and keeping associates safe

We're deeply aware that the decisions we make within our operations impact our associates, customers and local communities. For this reason, we apply a rigorous approach to reducing our environmental and health and safety impacts across our 16 manufacturing sites, services, commercial and R&D organizations (Page 62).

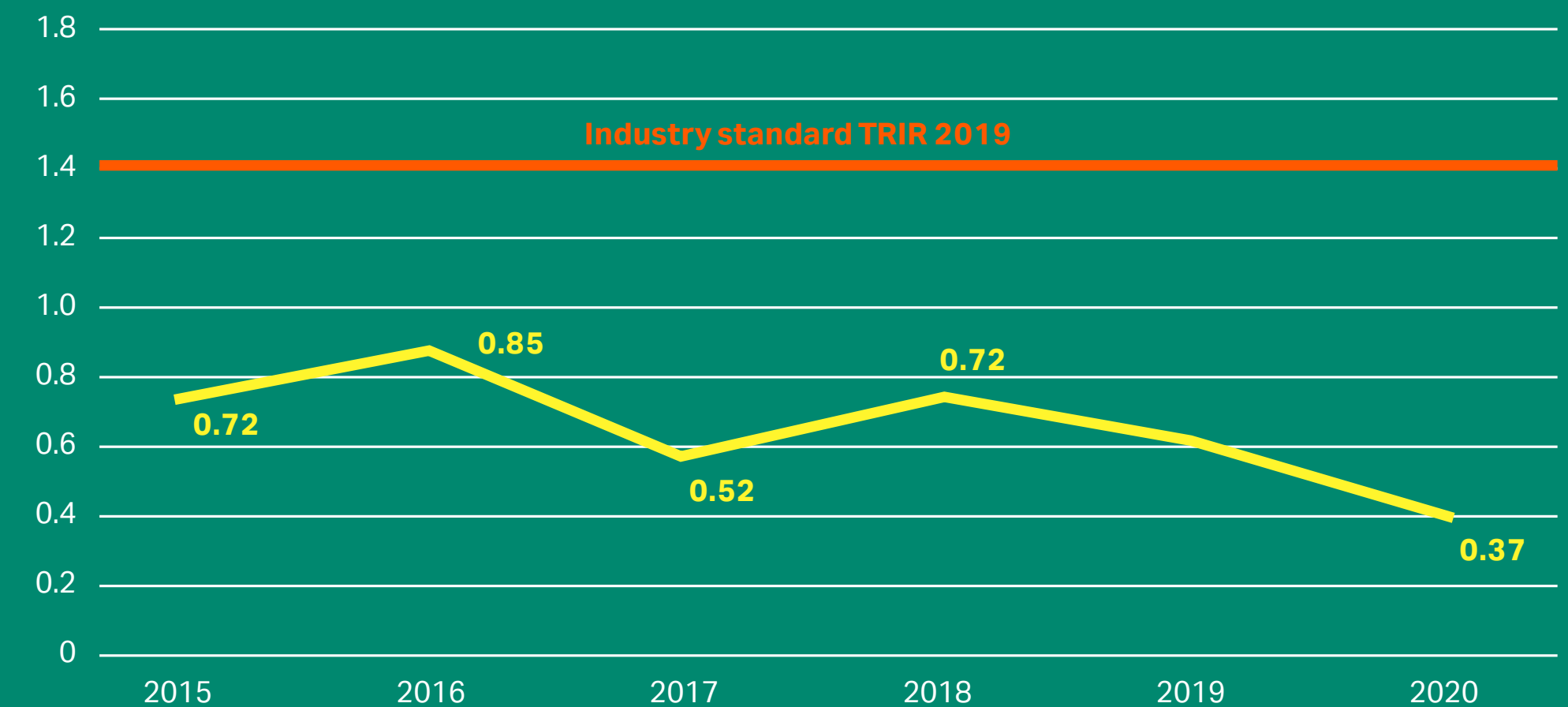
To instill an understanding of the consequences of our collective and individual decisions and actions, we embrace Human and Operational Performance (HOP) in all aspects of our daily work.

Expectations and regulatory requirements on manufacturing performance are rising. In the spirit of continuous improvement, we are reducing our water consumption, our energy use and the waste we generate.

Key raw materials for manufacturing biological therapies are chemicals, which are also our most prominent risks. Regulation on their use is tightening globally. To stay ahead of these, we have a strict process in place to evaluate the chemicals we use, especially for newly introduced chemicals. Our process includes evaluations on chemicals' toxicity and strict adherence to processes on how to handle and ship them safely.



Total recordable incident rate (TRIR)



Our total safety incident rate (TRIR) of 0.37 is a 49% improvement since 2016.

Our EHS framework

The backbone of our Environmental, Health and Safety (EHS) program is the Framework, which is a management system designed to identify hazards, reduce risk, lower our impact on the environment and keep our associates safe. We are embracing Danaher’s 4E and DBS tools to further strengthen our programs. Aligned with ISO14001 requirements, the Framework helps all organizations in Cytiva manage interrelated parts of the business.

Liz Hackett, Cytiva EHS Executive, explains: “Our starting point is not only to meet local regulations, we apply the precautionary principle to the decisions we make and also often to exceed regulation. We manage to a high standard based on HOP learnings, training and sharing best practices across the company.”

A measure for change

Our Operational Excellence group drives lean production and eliminates waste. These priorities are part of milestone reviews and project managers seek ways to reduce our footprint at every step.

In 2020 we dove deeper into CO₂, water and waste impacts in order to define relevant targets and determine where change is needed. As part of this we are reevaluating waste processes to improve recycling rates and reduce waste volumes that either go to landfill or are incinerated.

We are just beginning the journey of ISO14001 certification for all manufacturing sites.

Industry-leading in health and safety

Strong health and safety performance is expected in our business. Cytiva has a tradition of delivering it through continuous

improvement and reducing the number of workplace incidents. Although this reflects best practices in the industry, our ultimate objective is zero. The recordable incident rate (TRIR) rate was 0.37 for 2020, exceeding industry standards. We aim to reduce the rate further in 2021.

2020 highlights

- Third-party audited 11 Cytiva sites in a due diligence process and all findings were properly addressed and tracked to closure.
- Improved our total safety incident rate (TRIR) to 0.37 from 0.58 in 2019.
- Retrofitted three sites to LED lighting.
- Made high energy-efficiency a priority in building new facilities in Eysins Switzerland and Shrewsbury, MA, U.S.
- Achieved step-change efficiencies in established facilities: Pasching, Austria and Logan, Utah, U.S.

A great place to work

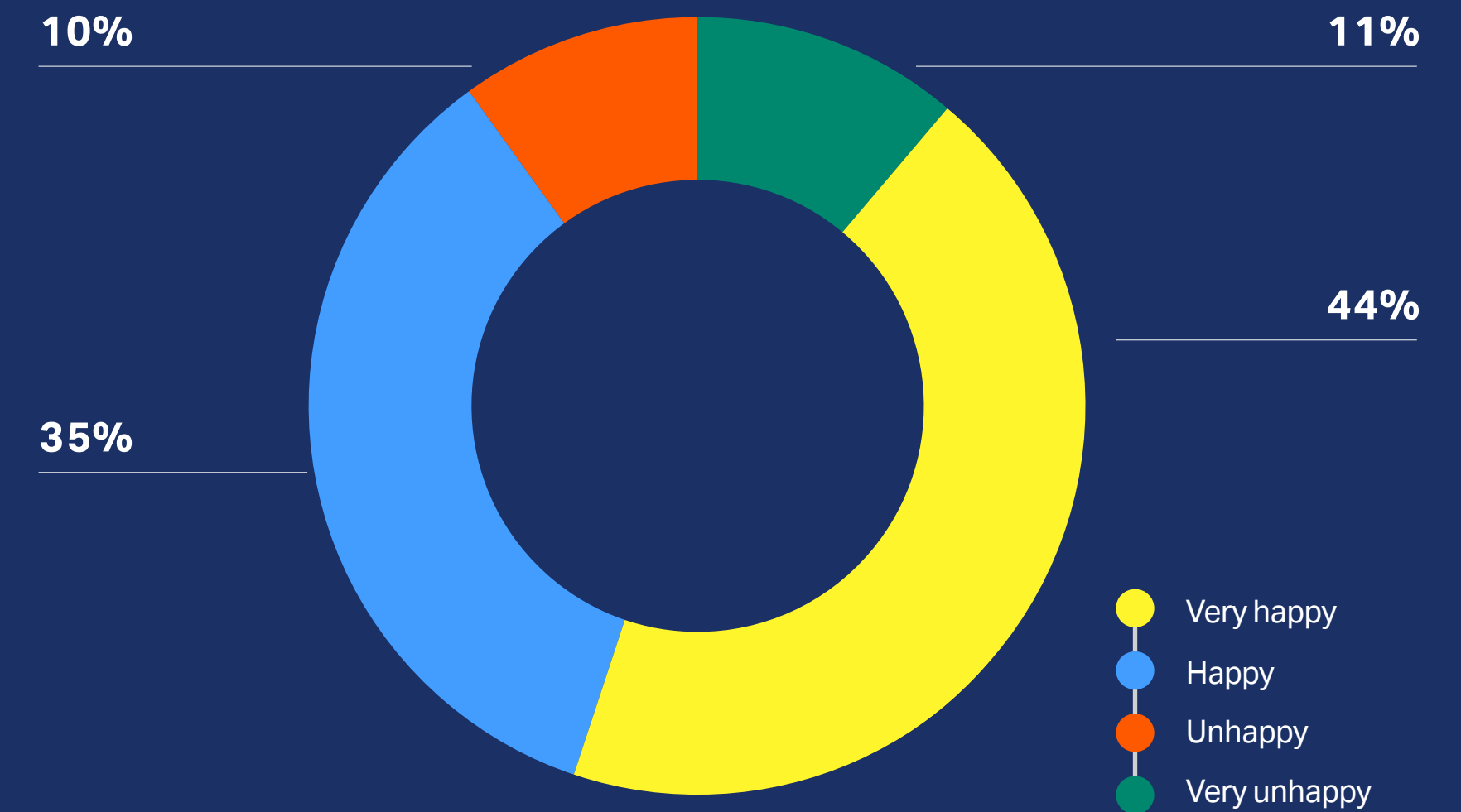
To deliver on our mission we need to harness the pride and passion of our associates, while attracting talented people to join the family.

Our business is powered by our people. People who build our culture, who power our newest and most exciting innovations. As we begin our new chapter as Cytiva, our people have never been more important and we want to attract the very best. That's why we are creating a workplace that is inclusive and open-minded, a company culture that's deeply scientific *and* that has people at the heart of every business decision. In this way, Cytiva sets itself apart in a sector where the talent pool can be small and competition for the brightest minds, fierce. In fact, we like to see a career at Cytiva as something altogether life-changing, be that through the work we do or the people we work with.

Ensuring that we're delivering value to our associates is a strategic priority for Cytiva. In 2020, we engaged some 400 people through workshops and deep-dive interviews in order to better understand expectations and the value we can create for our teams. We learned that our associates and potential associates prioritize areas such as corporate culture, career development, benefits, self-development and work-life balance in their choice of employer. In capturing and delivering beyond these priorities, we stand for breaking new ground, encouraging daring, individual responsibility, and a supportive working culture.

'Happy or not' index

From May to September 2020, we pulsed associates on a daily basis to see if they were 'happy or not' to work at Cytiva. Tapping into associates' state of mind in real time helped us understand the health of our organization under a critical period of our new beginning. Post COVID, associates will be able to respond digitally and in person, and we'll capture feedback from those based on-site as well as remote.



Close to 80% were 'happy' or 'very happy' working with us, citing culture and pride to work at Cytiva as reasons for their vote. The remaining 21% cited frustration over IT issues, missing office working environment as reasons for their 'unhappy' votes.

Measuring expectations

We continually check the health of our organization by measuring our attrition rate, time to fill positions, diversity and associates' feedback.

- The 'Happy or not' pulse is our reality check and our way to capture associates' views on specific themes (see diagram).
- We're fortunate to have a low attrition rate and that people enjoy working at Cytiva, especially in light of competition for talent, this year's exceptional conditions and organizational changes. The attrition rate is up only marginally from 2019.
- Over 40% of our combined first and second level leadership teams are women and 26% of our U.S. staff are represented by people of color (page 17).



We launched a new organization with ambitious growth targets. Then came COVID. We had to pivot and expand fast, hiring 1850 associates. We had to find creative ways to welcome them into the fold without the in-person advantage.

Derek O'Sullivan
Vice President, Human Resources

Expanding organization

2020 tested the organization like no other year. We were confronted with the need to radically expand our workforce to meet demands of COVID. In just nine months, we recruited 1850 new associates, an increase of 23%. We know that our strong culture and our collective energy went a long way to meet the challenge, but we learned a lot along the way, too. We are putting the processes in place to further develop our onboarding process.

Design your future

Our philosophy to "lead your own career" encourages personal ownership of skill development and exploring peer-to-peer learning opportunities. We also offer formal training courses as needed for associates. We track formal training of specific roles, which represents only a small share of an associates' total development activities.

As a new company within the Danaher sphere, we are in the process of integrating a group-wide approach to performance and development which supports career growth. As of 2021, we will have indicators to track the number of associates that have development plans in place and how many associates have undergone performance reviews.

Associates by geography in 2020



Cytiva is a global operation with 7,601 associates located across five markets. Approximately 1500 associates work within production. In addition, we have a workforce of over 2300 non-employees that provide our business with flexibility for temporary and specialized skills on demand.



Acting with integrity



Each associate at every Danaher Corporation operating company (including Cytiva) is required to adhere to the Danaher Code of Conduct.

The Code of Conduct underlines the importance of both responsible practices in business relationships and each individual's role in delivering on our values.

Each year, all associates in administrative, business, technical, professional, management and executive career categories are required to take Code of Conduct training and we expect to expand the target population to nearly all of our associates in 2021.

The Code reflects international guidelines on responsible business practices, including the UN Global Compact's 10 principles and Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.

Monitoring performance

We aim to identify risks and non-compliances early so that we can take appropriate mitigating and corrective actions. We ensure that a strong ethical compass guides all of our decision making.

Speak Up! is our helpline that provides associates and business partners with the opportunity to raise concerns about potential violations of the law, our Code or policies. It not only helps us identify potential breaches, but it is also important for measuring the effectiveness of our compliance program. Once a concern is reported, we thoroughly investigate it and track corrective actions.

Through Cytiva's quarterly Compliance Review Board the executive team reviews prioritized compliance topics and progress made in relation to the continuous improvement of our compliance program.

2020 highlights

- 5995 associates were trained on eight core compliance topics and acknowledged their commitment to the Code of Conduct
- We transitioned to Danaher's Speak Up! reporting helpline.

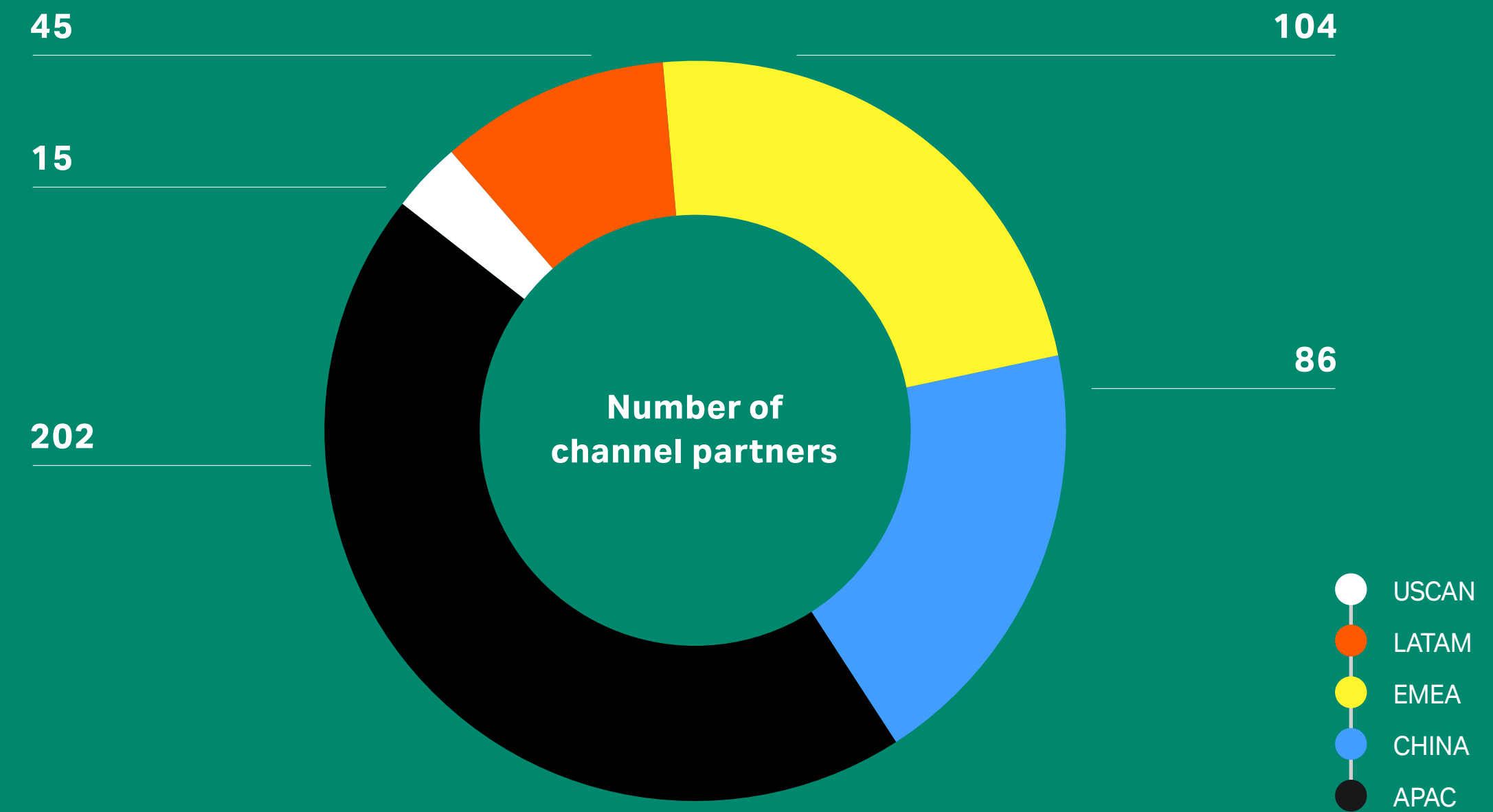
What's next

- Further promote a culture of openness by sharing real cases and outcomes with associates.
- Continue to increase risk awareness to help identify and mitigate risks early.
- Further promote anti-corruption initiatives through cross-industry efforts and the exchange of best practices.

Channel partners by geography

We rely on more than 450 channel partners* to do business around the world. For higher risk partners, we perform enhanced due diligence before we onboard them and conduct additional auditing and monitoring throughout the duration of these relationships.

* Number of channel partners as of March 2021.



Risk management

We prioritized the following five risk areas to monitor closely in 2020. We will continue to improve our processes to better identify and mitigate our compliance risks. Although we identified some opportunities for improvement, no substantiated incidents concerning those risks occurred in 2020:

1

Anti-corruption

We have a comprehensive set of policies and controls to appropriately manage anti-corruption risks, including focused efforts in relation to the due diligence of Cytiva’s Channel Partners and other intermediaries.

2

Competition law

We believe in fair, free and open competition in our industry. We gain our competitive advantage through the quality of our products, and train our teams to ensure that they always engage in ethical conduct.

3

International trade compliance

We are a global organization, and manufacture technology that is at times subject to export licenses. We have controls in place to ensure that any licensing requirement is met before shipping products to relevant countries.

4

Regulatory

Cytiva follows all laws and regulatory requirements governing the development, manufacturing, distribution, marketing, sale and promotion of our products. We are also committed to maintaining an open, professional and constructive relationship with regulators.

5

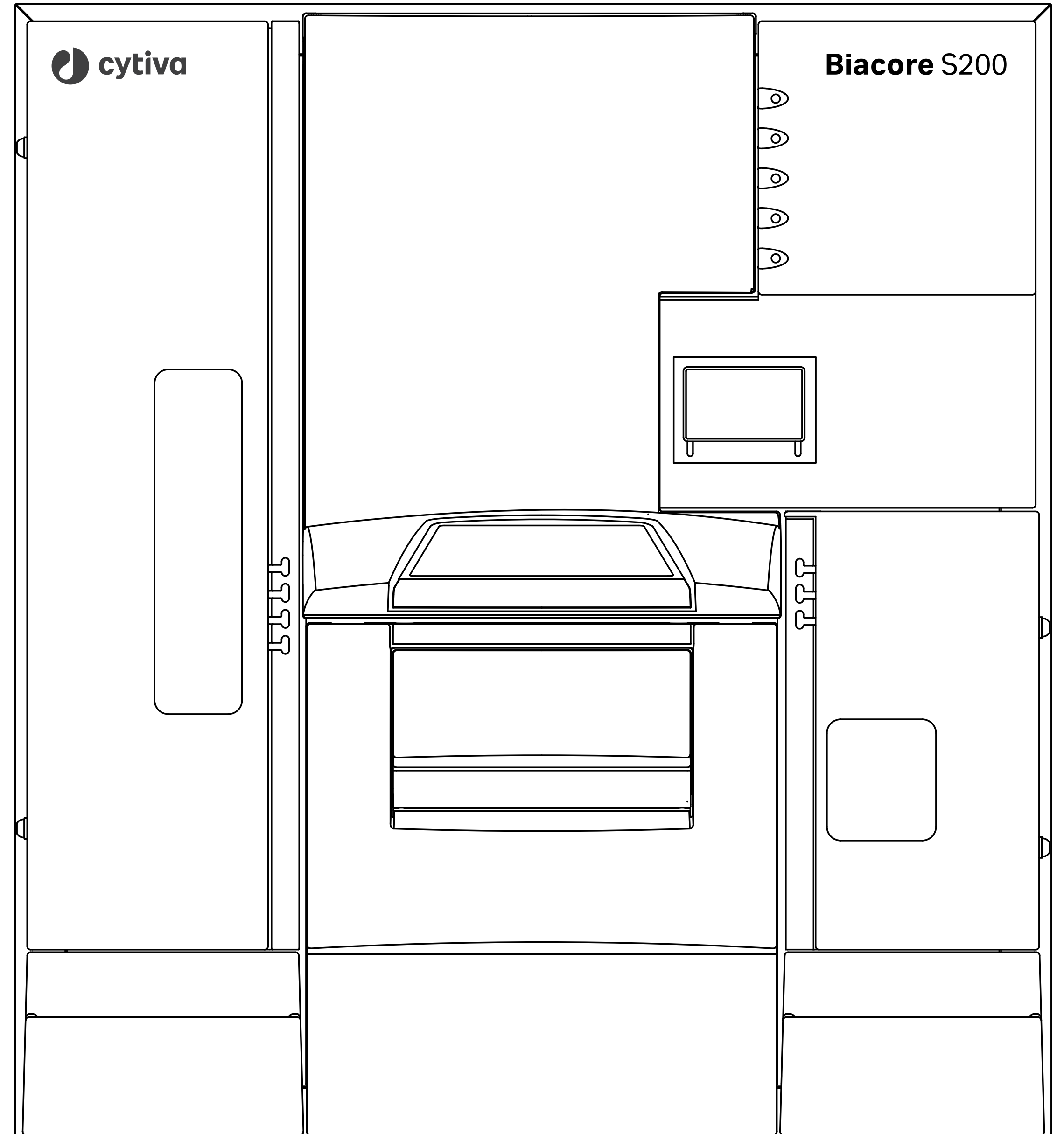
Insider trading

We have trained our associates to understand and comply with rules prohibiting the use of non-public material information in relation to trading in Danaher stock or other stock of other publicly traded companies.

05

Our way to govern

Our approach to designing in sustainability is built on a governance structure that reflects our most material issues, that encourages responsibility and ownership and delivers value to our stakeholders.



Our commitment to sustainability

Thriving people, thriving planet, a thriving business. For Cytiva, these three aims are deeply connected. Achieving them is our ambition and our responsibility. That's why we commit to integrating respect for people and care of the environment in our decisions in ways that have a lasting impact on society, our customers, patients and Cytiva associates.

We commit to:

Designing in environmental and social priorities and high ethical standards throughout Cytiva's operations and in our strategy. We take seriously the effects of our decision-making and business activities on people and the planet, working systematically to reduce negative impacts in our own operations and along our value chain.

Delivering lasting value to our customers and suppliers — and hence to Danaher — and not at the expense of future generations. We recognize the urgency of climate change and are committed to tackling it head on.

Making a meaningful difference to patients' lives and to society at large. Cytiva endorses the United Nations Sustainable Development Goals and contributes to achieving them through our operations and by working together with others.

This statement of our commitment to sustainability reflects our support of the UN Global Compact and its 10 principles on human and labor rights, environmental protection and anti-corruption. It is echoed in relevant policies, procedures and strategic priorities across Cytiva.



How we drive change

At the beginning of 2020, Cytiva's leadership team identified sustainability as one of our strategic imperatives. Since then, we have not looked back.

A core team of 16 leaders led the work to define our impacts and introduce our plan. 'Designing in sustainability' helps us integrate the agenda more deeply in our organization, based on the topics that will deliver greatest impact and value. We are proud of the steps taken so far, but know there is much more to do. Here's how we will move forward in our efforts to design-in sustainability.

A plan for impact and value

We're setting ambitious targets that will trigger change. With our roadmaps, we commit to thinking long-term, acting with urgency and being transparent on our progress. We're engaging everyone in our ambitions and working closely with partners to achieve shared objectives. That's why communication and opportunities for associate involvement are linchpins for delivering on our plan.

Every member of our executive team has identified a sustainability priority which they will drive.



We are used to making decisions that benefit the next generation of leaders. We are in an industry where we like to set targets and objectives that will live beyond our strategy period.

Emmanuel Abate
Head of Sustainability

Responsibility and ownership

We have a governance structure and organization in place to drive the plan, with:

A steering committee of 15 function leaders that meet bi-monthly to monitor progress, shape priorities and deploy initiatives within their areas.

Sustainability team led by our executive Head of Sustainability and five, full-time professionals. This team drives the sustainability agenda, communicates, raises awareness, tracks performance and creates opportunities for dialogue. The team reports to the CEO.

Site champions consisting of 18 representatives from each of our 18 sites and offices build on-the-ground engagement (**page 62**).

7600 associates help make sustainability part of Cytiva's culture.

In addition, we have frameworks for product design, EHS, expansion and ethics in place that help us manage and monitor progress. Progress on the plan is reviewed by the Sustainability team every quarter.

Setting the bar for governance

We joined the UN Global Compact and endorsed its 10 principles on protecting the environment, human and labor rights and fighting corruption. These universally recognized standards of responsible business practice set the bar for ethical leadership, good governance, the importance of the precautionary principle and being transparent on our progress. Our sustainability commitment and policies for environment, health and safety and diversity clarify and set our ambition even higher.

2020 highlights

- Conducted a materiality process.
- Developed our sustainability plan, engaging functions.
- Established environmental footprint baseline measurements.
- Initiated the process to join the UN Global Compact and officially became a signatory in January of 2021.

Our stakeholders

Built on care, collaboration and value creation, strong relationships with stakeholders are critical to the long-term health of our business and tackling our sustainability objectives.

Associates

Our 7600 associates want to grow, progress and contribute to a better world. As a company, we want to make them proud to work for us. They may not expect perfection, but they do expect us to be truthful, supportive and authentic. We give them opportunities to grow in a safe, diverse and open workplace.

Patients

Patient welfare is a priority we share with every stakeholder. We help give patients access to advanced medicines by innovating with others and by supporting those on the front line of research and patient care with expertise, technology and funding.

Customers

Our thousands of customers range in scale and scope from researchers and institutes to pharmaceutical and biopharma companies. By applying our expertise and collaborative approach, we help them to benefit others. We seek to be open and inclusive about our impacts so that customers can better understand and manage their own opportunities and risks.

Danaher, our owner

Danaher Corporation is a leader in science and technology and is Cytiva's ultimate parent company. As a Life Sciences operating company of Danaher, we're responsible for delivering long-term financial returns through sustainable growth, big-picture thinking, robust dialogue on risks and opportunities, and actions that deliver on Danaher's three-pillar sustainability strategy — Innovation, People and the Environment.

Suppliers

From services, chemicals, hardware plastics, electronics and metals, our supply chain holds solutions critical to our business and growth. We help raise their bar on sustainability performance through transparency, best practice and clear expectations. We reward high sustainability standards and innovation through long-term relationships and inclusive ways of working.

Society at large

From global to local, Cytiva's success rides on strong, productive relationships with the world around us. We support the UN's 2030 Sustainable Development Goals as a path to creating a healthy, thriving world. We are open about our impact and help great ideas to take root, supporting communities global and local, current and future.

The planet

We aim to tackle climate change head on. We seek to be transparent about the water and energy we use and the waste we create — and to reduce them. The planet is our shared home and we care about its future.

An eye on the future

Materiality is the point at which a sustainability topic becomes essential to our ability to create value. We use an inclusive approach to determine the topics most relevant to Cytiva up to 2030 and beyond. This materiality analysis was conducted in two phases.

1. Our initial work involved 16 associates and captured insights from customers and associates. The outcome: areas of focus.
2. During the year, we laid the foundation for a future-focused process to identify and track sustainability topics that will help us adapt to changes in the sustainability agenda to 2030.

Navigating to 2030

It's impossible to see the future, but an informed analysis of how our industry and the world around us will develop is critical to business health, our approach to sustainability and long-term value creation.

We conducted an analysis of the societal changes to 2030 that can potentially influence our role in society and our impacts on people and the environment. This analysis was validated with combined input from the leadership team and senior associates. The analysis showed the positive impacts for patients and society of delivering on an expanding need for healthcare. At the same time, climate change and competition for resources require all businesses to rethink priorities **(p. 6)**.

Weighting and ranking

We identified key stakeholder groups and prioritized 24 topics that can potentially influence our ability to create value, affect our business model and product innovation. Ten associates took part in ranking these topics.

- Topics were ranked based on insights of the expectations of customers, associates, Danaher, suppliers and society.
- Topics were ranked on the degree of influence on our strategy, culture, vision and mission and impacts on people and the planet.

To validate the ranking, we will reach out to stakeholders through interviews and surveys. This work will continue in 2021.

The outcome

- Four topics were important for supporting Cytiva's strategic objectives — plastics use, product innovation for sustainability, focus on long-term profitability and advancing health and society.
- Ten topics — including topics within water and packaging, inclusion and diversity, ethics and integrity, responsible sourcing, talent attraction and collaboration — were found to be most important for building trust in Cytiva and its operations.
- Climate action was deemed relevant and crucial for all businesses and an integral part of long-term resilience.

Global reporting initiative

This is Cytiva's first annual sustainability report and it has been prepared to reflect the GRI Standards: Core option. The GRI Index leads readers to full or partial disclosures on relevant indicators, as defined by the GRI.

This report presents our impacts on people and the planet. It sets out the ways in which we are measuring progress and details our approach to managing sustainability risks. Based on our materiality analysis, our plan 'Designing in Sustainability' encompasses the topics most relevant to Cytiva and our value chain.

Where relevant, the report also highlights how our priorities reflect our commitment to the UN Global Compact's ten principles. The report serves as our Communication on Progress.

Boundary of the report

Unless otherwise indicated, standard disclosures include all operations that can potentially affect Cytiva's performance. Data has been collected over the 2020 calendar year. This report covers some 7601 associates at year-end, including those working in offices and in production. Appendix 1 on **page 62** presents the complete list of Cytiva sites. This includes sites dedicated for training purposes and/or commercial teams.

Environmental data encompasses 16 sites, which make-up over 95% of Cytiva's global CO₂e footprint — three manufacturing sites in the APAC region, four manufacturing sites and one R&D/office location in the USCAN region, and seven manufacturing sites and one office location in the EMEA region. Some sites with significant headcounts were included due to their CO₂ impacts. 2019 was defined as the baseline for our 2025 targets.

This report is written to reflect Directive 2014/95/EU — also called the non-financial reporting directive (NFRD) — transposed to the Swedish Annual Accounts Act chapter 6 and 11. Information about our business and financial performance is provided in **Danaher's Annual Report** and the **Danaher Sustainability Report**.

This report has not been reviewed by an external assurance provider. For more information contact:

Ryan Walker
Sustainability Program Leader
sustainability@cytiva.com

GRI Standard

Disclosure

Reference

Omission

General Disclosures

GRI 102: General Disclosures 2016

Organizational profile

102-1 Name of the organization	Page 1	
102-2 Activities, brands, products, and services	Page 3	
102-3 Location of headquarters		Cytiva does not have one headquarter but has four hubs serving our global market.
102-4 Location of operations	Page 62	
102-5 Ownership and legal form	Danaher online	
102-6 Markets served	Cytiva online	
102-7 Scale of the organization	Page 3	
102-8 Information on employees and other workers	Page 48	
102-9 Supply chain	Page 42	
102-10 Significant changes to the organization and its supply chain	Page 57	No changes as this is Cytiva's first report.
102-11 Precautionary Principle or approach	Page 54	
102-12 External initiatives	Cytiva online/sustainability	
102-13 Membership of associations	Cytiva online	

Strategy

102-14 Statement from senior decision-maker	Pages 2 and 9	
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Ethics and integrity

102-16 Values, principles, standards, and norms of behavior	Page 48, Danaher online	
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Governance

102-18 Governance structure	Danaher online	
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Stakeholder engagement

102-40 List of stakeholder groups	Page 55	
102-41 Collective bargaining agreements		Not collated company wide.
102-42 Identifying and selecting stakeholders	Page 56	
102-43 Approach to stakeholder engagement	Page 8, 12, 13, 15, 18, 27, 35, 48	Illustrating examples of engagement.
102-44 Key topics and concerns raised	Page 55	

GRI Standard	Disclosure	Reference	Omission
GRI 102: General Disclosures 2016	Reporting practice		
	102-45 Entities included in the consolidated financial statements		Included in Danaher's financial statements.
	102-46 Defining report content and topic Boundaries	Page 39, 57	
	102-47 List of material topics	Page 56	
	102-48 Restatements of information		No changes as this is Cytiva's first report.
	102-49 Changes in reporting		No changes as this is Cytiva's first report.
	102-50 Reporting period	Page 57	
	102-51 Date of most recent report		This is Cytiva's first sustainability report.
	102-52 Reporting cycle	Page 57	
	102-53 Contact point for questions regarding the report	Page 57	
	102-54 Claims of reporting in accordance with the GRI Standards	Page 57	
	102-55 GRI content index	Page 58	
102-56 External assurance	Page 57	This report has not been reviewed by an external assurance provider.	

Material Topics

200 series (Economic topics)

Anti-corruption

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 50	
	103-2 The management approach and its components	Page 50	
	103-3 Evaluation of the management approach	Page 50	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 51	

300 series (Environmental topics)

Energy

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 20, 39	
	103-2 The management approach and its components	Page 46	
	103-3 Evaluation of the management approach	Page 46	

GRI Standard	Disclosure	Reference	Omission
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 23	
	302-4 Reduction of energy consumption	Page 23, 62	
Water and Effluents			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 34, 39	
	103-2 The management approach and its components	Page 36, 46	
	103-3 Evaluation of the management approach	Page 46	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 35	
	303-2 Management of water discharge-related impacts	Page 35, 36	
	303-5 Water consumption	Page 35	
Emissions			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 20, 39	
	103-2 The management approach and its components	Page 46	
	103-3 Evaluation of the management approach	Page 46	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 21, 23	
	305-2 Energy indirect (Scope 2) GHG emissions	Page 21, 23	
	305-5 Reduction of GHG emissions	Page 23	
Supplier Environmental Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 42	
	103-2 The management approach and its components	Page 42	
	103-3 Evaluation of the management approach	Page 42	
GRI 308 Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 43	

GRI Standard	Disclosure	Reference	Omission
400 series (Social topics)			
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 39, 47	
	103-2 The management approach and its components	Page 47	
	103-3 Evaluation of the management approach	Page 47	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 47	
	403-9 Work related injuries	Page 47	
Training and Education			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 49	
	103-2 The management approach and its components	Page 49	
	103-3 Evaluation of the management approach	Page 49	
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	Page 49	Will be reported on in 2021.
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 16	
	103-2 The management approach and its components	Page 17	Will be in place in 2021.
	103-3 Evaluation of the management approach	Page 17	Will be in place in 2021.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 17	
Supplier Social Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 42	
	103-2 The management approach and its components	Page 42	
	103-3 Evaluation of the management approach	Page 42	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 43	

Appendix 1. Cytiva sites worldwide

Country	Sites	Manufacturing*	Innovation centers	Primary distribution center	Training centers	Key hubs	Within the boundaries of report†
Austria	Pasching	x		x			x
Canada	Toronto		x				
China	Shanghai			x	x	x	
China	Tonglu	x					x
Germany	Dassel	x					x
Germany	Munich			x	x		
India	Bangalore		x		x		
Japan	Tokyo			x	x		
Netherlands	Amsterdam			x			
New Zealand	Tauranga	x					x
Singapore	Singapore	x		x			x
South Korea	Songdo				x		
Sweden	Rosersberg			x			x
Sweden	Umea	x	x				x
Sweden	Uppsala	x	x	x	x	x	x
Switzerland	Eysins	x	x				x
United Kingdom	Amersham Place					x	x
United Kingdom	Cambridge		x				
United Kingdom	Cardiff	x	x				x
United Kingdom	Stevenage	x	x				x
United States	Cranbury			x			
United States	Issaquah‡	x					x
United States	Logan	x	x	x			x
United States	MBO (Locke Dr)	x			x		x
United States	MBO (Results)		x			x	x
United States	Westborough	x	x				x

* Shrewsbury, US is a new manufacturing location and not included in 2020 data.

† The 16 sites selected in the last column account for at least 95% of Cytiva's carbon emissions and water impacts across operations.

‡ This site is closing in 2021.

Appendix 2. GRI Environmental indicator

Energy Type (kWh)	2019	2020
District cooling	491 000	1 670 000
District heating	23 137 000	17 287 000
District steam	59 010 000	68 836 000
Electricity	70 644 000	73 321 000
Renewable Electricity	3 572 000	3 259 000
Heat	47 386 000	44 916 000
Other Fuel	300 000	201 000
Total	204 540 000	209 490 000

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For local office contact information, visit cytiva.com/contact

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