

Code of **Business Conduct & Ethics**

Effective: April 1, 2024

A message from Marc Casper

At Thermo Fisher Scientific, we have a profound Mission—to enable our customers to make the world healthier, cleaner and safer. Achieving this Mission in our dynamic business environment is a team effort, and it requires us to continually strengthen our inclusive and vibrant culture—grounded in our 4i Values—so every colleague is inspired to bring their best every day.

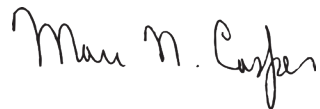
The first of our 4i Values is Integrity because everything we do begins with it. Integrity guides all of our actions and ensures we do business the right way—honoring our commitments, communicating openly, treating people with dignity and respect, and upholding the highest ethical standards.

Our value of Integrity is embedded in our Company’s **Code of Conduct**, which helps all of us differentiate between ethical and unethical behavior. It’s important for you to review and understand our Code of Conduct and live by it in all that you do at Thermo Fisher.

This includes speaking up when you see something that might be wrong. If you ever have a question or need to report a concern, there are resources that can help you find answers. You can consult the **Code of Conduct** and other policies for guidance. You can also talk to your manager, HR or Legal partner, or anonymously contact our **24-hour Global Ethics Hotline**. Never hesitate to raise an honest question or concern—Thermo Fisher does not tolerate retaliation for issues that are raised in good faith.

Thank you for the work you do every day, which is making a positive impact for our customers, our Company and our world. And thank you for always living by our Code of Conduct and embodying our value of Integrity.

Marc N. Casper



Chairman, President and CEO

Our 4i Values

Thermo Fisher’s 4i Values of Integrity, Intensity, Innovation and Involvement are the foundation of our culture and fundamental to our growth. They guide our interactions with our customers, suppliers, partners, communities and with each other, upholding our commitment to do business the right way as we build a brighter future for Thermo Fisher and the world.

Integrity

Honor commitments, communicate openly and demonstrate the highest ethical standards

Intensity

Be determined to deliver results with speed, excellence and a passion to succeed

Innovation

Create value by transforming knowledge and ideas into differentiated products and services for our customers

Involvement

Make connections to work as one global team, embracing unique perspectives and treating others with dignity and respect

Commitment to ethical behavior and fair dealing

Thermo Fisher is committed to ethical and lawful behavior and to acting professionally and fairly in all business dealings and relationships. We expect all colleagues to maintain the highest ethical standards and to comply with all applicable laws and regulations.

We always try to deal fairly with our customers, suppliers, competitors and colleagues. We should not take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any other unfair-dealing practice.

Intro to the Code

The Code of Business Conduct and Ethics (the Code) is specific to our Company. It is not only an overview of the laws and regulations that we must follow, but a reflection of our values and culture at Thermo Fisher. We expect every colleague in our Company to fulfill their role with Integrity, Intensity, Innovation and Involvement. We must make sure that in our dealings with fellow colleagues and directors, clients, suppliers and government officials, we make ethical and legal decisions. We need to be familiar with the policies and procedures that apply to our jobs and positions. Following all applicable laws, the Code of Conduct and our Company policies is a basic expectation for all colleagues at Thermo Fisher.

Legal and regulatory requirements are just the starting point of what is expected of us at Thermo Fisher. If there is a conflict between two or more applicable laws or regulations, we should resolve the conflict with guidance from our Legal Department.

All directors and colleagues of Thermo Fisher are responsible for certifying annually that they have reviewed and agreed to comply with this Code. The certification process is available on iConnect and through the Human Resources department. Failure to comply with this Code will result in appropriate disciplinary action, which may include termination of employment.



Ethical decision-making process

When making decisions, you should ask yourself:

- Is it legal?
 - Does it follow Thermo Fisher policy?
 - Is it ethical?
 - How will it look to others—inside or outside of Thermo Fisher?

If you are uncertain, you should contact your manager, HR or the Legal Department, as appropriate.

Heightened manager expectations

In addition to our standard expectations laid out in this Code, we expect our managers to lead by example, exemplify ethical behavior and act as responsible role models for their teams and colleagues. Their roles within Thermo Fisher mean they have a special responsibility in maintaining and communicating the importance of ethical business conduct.



Reporting violations of laws

All colleagues are required to comply with Thermo Fisher's internal policies and procedures, as well as applicable laws. If you ever suspect a violation of this Code, any other Company policy, or any law or ethical principle, you have a responsibility to report it. Our non-retaliation policy ensures you can make such a report without fear of retaliation. You will not be treated in a negative way—such as being fired or disciplined—if you lawfully and in good faith report a workplace concern, a violation of law or policy, or for helping in the investigation of such reports. You can discuss a possible violation with your manager or Human Resources. If you feel like you cannot discuss the situation with these individuals, you can report suspected violations to our Ethics Hotline.

The Ethics Hotline is answered by an independent service that treats all calls confidentially, as allowed by applicable law. Also, if requested and allowed by applicable law, an anonymous report may be made.

The Ethics Hotline may be reached any time:

- Online: globlethics热线.com
- By telephone (toll free):
US: **1-888-267-5255**
Other: find the number **online**

Colleagues in Germany should use the German Compliance Hotline:

- By email: thermofisher@compliance热线.net
- By telephone: **0800 8 437663**

Respect introduction

Our people are our Company's greatest asset, and by working together, we have grown our Company into the industry leader it is today. We could not be as successful as we are without our colleagues and directors, the way we treat each other and the way we represent the Company. We must continue to treat others with respect, both personally and professionally, to make sure that all colleagues feel a sense of belonging at Thermo Fisher.

Working together respectfully

Our people are a key part of our success. We all play a role in building our culture and creating and maintaining a positive work environment. This means, in part, that we do not allow discrimination and harassment in our workplace. We are an equal-opportunity employer—meaning we hire, train and promote colleagues based on merit. We do not tolerate discrimination based on race, creed, color, gender, national or ethnic origin, age, religion, citizenship, disability, medical condition, sexual orientation, gender identity or expression, genetic information, veteran's status, marital status or any other protected characteristics which may exist under applicable law. Similarly, harassment is never tolerated at Thermo Fisher.

In general, harassment is any unwelcome conduct that creates an intimidating, hostile or otherwise uncomfortable work environment. Whether it occurs verbally or physically, or is sexual or nonsexual in nature, harassment is never acceptable. If you feel you have been subjected to harassment or discrimination, you have an obligation to report the situation to our Ethics Hotline, a member of management or an HR representative. Remember, Thermo Fisher's non-retaliation policy prohibits anyone from treating you in a negative manner because of your reporting or cooperating in the investigation of a potential violation.

For more information, see Thermo Fisher's [Sexual Harassment](#) and [Human Rights and Equal Opportunity Policies](#).





Safe and healthy workplace

The health and safety of our colleagues and the public are of prime importance to Thermo Fisher. Safety training, rules and work practices are developed to protect these individuals and to comply with applicable regulations. All colleagues are expected to know the safety rules pertaining to their job assignments and to comply with these rules in the performance of their work.

Thermo Fisher is a “drug-free” workplace. This means that we are required to work without being impaired by drug or alcohol abuse. Having or using unauthorized or illegal drugs, drug paraphernalia or substances, or abusing or misusing legal drugs, alcohol, or other substances while on Thermo Fisher business or during working hours is prohibited. For additional information and guidance, please refer to your country’s policy on drugs and alcohol.

In addition, being a safe, healthy place to work requires us to resolve our conflicts peacefully and professionally. We must never tolerate or resort to violence or threats of violence against our co-workers or others. Thermo Fisher does not tolerate any conduct by colleagues that endangers the safety of the workplace, other colleagues, contractors or the public.

Conflicts of interest

A conflict of interest occurs when we allow our personal interests to interfere—or even appear to interfere—with the interests of Thermo Fisher. It is crucial that we act to benefit our Company and avoid situations that might cause such conflicts or be perceived as such by others. When we allow outside activities or relationships to cloud our judgment or interfere with our responsibilities to Thermo Fisher, we harm not only our Company, but also our colleagues, our customers and the many individuals who rely on our customers to make the world healthier, cleaner and safer. Any actual, potential or perceived conflicts of interest must be disclosed to Thermo Fisher.

Conflicts of interest examples:

- Holding, or having a family member who holds, any ownership interest (other than a “nominal” amount of securities in a privately held or publicly traded Company) in any client, distributor, supplier or competitor
- Having a personal consulting or employment relationship with any client, supplier or competitor
- Participating in any way (for example, as an advisor, consultant or member) in an expert network, expert committee or similar group for an investment bank, hedge fund or similar business in your individual capacity—note: because this activity is a potential conflict of interest and also has inherent risks relating to the disclosure of confidential information and violation of insider trading laws, participation in these expert networks or groups is prohibited
- Competing in any way with our Company’s business
- Exchanging gifts or gratuities (other than an occasional inexpensive item) or excessive entertainment with any Company with which we have business dealings—see the [Anti-Bribery Anti-Money Laundering Policy](#) for more on this
- Taking on any outside employment that interferes with your work for and commitment to Thermo Fisher
- Having a personal relationship with your manager or someone in your reporting line without the approval of the HR department
- Selling anything to Thermo Fisher or buying anything from Thermo Fisher (other than “at arm’s length” and/or on terms available to unrelated third parties)
- Using non-public or proprietary information learned in the course of service or employment for personal investment or gain or the personal investment or gain of any other person or party, including family members
- Taking opportunities to benefit yourself that are discovered through the use of Thermo Fisher property, information or position
- Receiving inappropriate personal benefits (including loans or guarantees of obligations) as a result of your position at Thermo Fisher
- Having other interests that may make it difficult to perform your Company work objectively or effectively

Conflicts of interest: Ownership

An ownership interest in a customer, supplier, client or competitor will be considered “nominal” only if it is:

- Less than 1% of the outstanding shares of a publicly-held Company (with respect to a customer, supplier or competitor), or
- Less than 5% of the outstanding equity interests of a privately-held Company (with respect to a customer or supplier only)

Conflicts of interest: Family

Keep in mind, these rules apply to our family members as well—that includes spouses, children, parents, grandparents, siblings, partners, in-laws or any other members of our households.

Confidentiality

Confidential (non-public) information is critical to the success of virtually every organization and includes all non-public information that might be of use to competitors, or harmful to the Company or its customers, if disclosed. At Thermo Fisher, we must all protect confidential information belonging to our Company or its customers. The mishandling of confidential information can result in damage to Thermo Fisher or its customers, the loss of business and revenue, and can result in serious legal consequences. Therefore, confidential information should not be disclosed outside the Company unless there is a legitimate business need and the disclosure is authorized by the Legal Department. The obligation not to disclose Thermo Fisher's or its customers' confidential information continues even after your employment or service ends.

Please note that Thermo Fisher does not restrict any current or former colleague from communicating, cooperating or filing a complaint with any governmental authority with respect to possible violations of law.

Privacy

At Thermo Fisher, we respect each other's privacy and comply with all applicable privacy laws and regulations. Any personal colleague information we collect, store, maintain or use must be handled responsibly. Everything from names, contact information, government-issued identification numbers and medical records must be protected and must not be shared with anyone inside or outside of Thermo Fisher that does not have a business need to receive it.

For more information, see our **Global Privacy Policy**.

Dealing with independent auditors

We shall not, directly or indirectly, make or cause to be made materially false or misleading statements or omissions to an accountant (including a representative of Thermo Fisher's independent auditors) in connection with any audit or review of Thermo Fisher's financial statements or internal control over financial reporting. We must not directly or indirectly take any action to coerce, manipulate, mislead or fraudulently influence any independent public or certified public accountant engaged in the performance of an audit or review of Thermo Fisher's financial statements.

Accurate records and financial statements

It is crucial to maintain accurate books and records of our financial performance, tax payments, payroll, expense reports, legal issues, reports to government agencies and customer files, in accordance with accounting rules and pronouncements as well as other laws and regulations. Failing to maintain accurate records or retain those records in accordance with Thermo Fisher's **Records Management Policy** can violate our **Anti-Bribery Anti-Money Laundering Policy** and may be illegal. We must honestly and accurately report all business transactions. No undisclosed or unrecorded account or fund shall be established for any purpose. No false or misleading entries shall be made in Thermo Fisher's books or records for any reason and no disbursement of corporate funds or other corporate property shall be made without adequate necessary approvals and supporting documentation.

We provide full, fair, accurate, timely and understandable financial reports and related disclosures filed with, or submitted to, the Securities and Exchange Commission ("SEC") and in other public communications. We comply with all applicable accounting and financial standards (including adherence to Thermo Fisher's **Corporate accounting policies/procedures**) as well as securities laws and regulations. If you have any concerns or suspect any accounting or audit issues, you must report this information to your manager, a member of the Legal Department or the Ethics Hotline.

Insider trading

As part of our work for Thermo Fisher, we sometimes see or have access to sensitive, non-public information about our business or the business of our clients and competitors. This might be financial information or information about products or services under development. No matter the type of information, it is important that we understand our requirements for handling it under both the law and the Thermo Fisher **Insider Trading Policy**.

Simply put, we cannot use material non-public information to get any personal benefit. Material non-public information is information that is likely to affect a reasonable investor's decision to buy, sell or hold the stock or securities of the Company to which it relates. This rule applies not only to us, but also to other people such as family or friends.

Responsible use of resources

Thermo Fisher provides us with the resources needed to complete our responsible business tasks. We are allowed to make occasional personal use of this equipment, like making personal phone calls or sending personal messages. This is a privilege, so it is important that we do not abuse these resources or use them to access illegal or inappropriate material.

Theft, carelessness and waste have a direct impact on our financial performance. We must all use Thermo Fisher resources for legitimate business purposes and not for any personal benefit to ourselves or anyone else. Responsible use includes protecting our physical and intellectual property, equipment, ideas, records and sensitive information. We are all responsible for using Thermo Fisher information technology (IT) systems and networks to securely create, transfer or

We cannot share material non-public information with anyone external to Thermo Fisher unless it is necessary for Thermo Fisher's business activities and it is conveyed under confidentiality protections. We only share such information internally when there is a business need to do so and in compliance with any applicable agreements.

Because of the risk for disclosure of material non-public information and other violations of insider trading laws, serving as a member of an expert network or committee for an investment bank or other financial entity is not allowed under this Code.

If you have questions or need guidance in this area, please consult the Legal Department.

store Thermo Fisher-related business and information. This includes connecting only approved technologies, devices, and applications to the Company network.

Be aware that Thermo Fisher monitors the use of Company resources to make sure they are being used properly and in line with our policies, where allowed by local law. Thermo Fisher reserves the right to search any property, personal or otherwise, on our premises at any time with or without consent when there is a reasonable belief that our policies or procedures may have been violated and where permissible by law. All colleagues are expected to follow Thermo Fisher's corporate policies regarding safeguarding sensitive information, record retention, information incident reporting, and cybersecurity.

Bribery and corruption

We take a zero-tolerance approach to bribery and corruption. We are committed to complying with anti-corruption laws and implementing systems to prevent bribery and corruption in our global business—a commitment set forth in our **Anti-Bribery Anti-Money Laundering Policy**.

As part of this policy, we comply with global anti-corruption laws, including the US Foreign Corrupt Practices Act and the UK Bribery Act. Abiding by anti-corruption laws means we do not engage in or condone any acts of corruption or bribery.

Bribery and corruption: Gifts

We may not make, offer, promise or authorize any gift, payment or anything of value on behalf of Thermo Fisher in order to gain improper advantage. Any business courtesy, such as a gift or entertainment, should be of a token value and never be offered under circumstances that might create the appearance of impropriety.

Further, we may not request, agree to receive or accept any gift, payment or anything of value which is known or suspected as being offered or provided with the expectation that Thermo Fisher will provide an improper advantage in return. We should never accept cash payments as gifts. Provision of meals, entertainment and travel by business partners to Thermo Fisher colleagues

Additional rules can apply when selling to a government customer through public tender. In accordance with international laws and regulations, Thermo Fisher prohibits anticompetitive conduct in these tenders, including price-fixing agreements among competitors; agreements to reduce output, quality, or innovation; the drafting of public tender documents by Thermo Fisher; arranging additional parties to bid on a project; and any other conduct where the conduct harms competition.

For more information, see our Tender Participation / Competition Compliance Policy.

should be for a justified business purpose, modest in nature and follow proper approval procedures.

These prohibitions also apply to business partners, including consultants, contractors, distributors, agents and other representatives who act on behalf of our Company. The actions our partners take on our behalf can have severe legal consequences for Thermo Fisher. Colleagues who work with these kinds of business partners are responsible for ensuring that those partners are aware of and agree to these rules.

Government official

The term “government official” includes all of the following:

- Any officer or employee (at any level of seniority) of a government or any department, agency or instrument of a government
- Any person acting in an official capacity for or on behalf of a government or any department, agency or instrument of a government
- Any officer or employee of a Company or business owned in whole or part by a government
- Any officer or employee of a “public international organization”
- Any officer or employee of a political party or any person acting in an official capacity on behalf of a political party
- Any candidate for political office

This applies to the US government, state and local government entities, and the government of any other country in the world. Remember, in many countries in which we operate, hospitals are government-owned, and therefore, doctors and other staff employed by the hospital are “government officials.”

Please take extra care when considering giving anything of value to a government official. For more information, see our **Anti-Bribery Anti-Money Laundering Policy**.

Government contracting

We provide goods and services to government agencies and other entities that are selling to or receiving funding from a government agency. When we interact with those agencies and entities, additional laws and regulations may apply to us, and they may be stricter than those that apply to our non-government customers and suppliers. We have a responsibility to abide by those laws and regulations when they apply.

We never give gifts, gratuities, payments or other incentives directly or indirectly to a government official in an effort to exert influence, obtain or retain business for Thermo Fisher, or to obtain any special treatment. Review our [Anti-Bribery Anti-Money Laundering Policy](#) and [Healthcare Compliance](#) policies for additional information.

Antitrust

Antitrust laws—known globally as “competition laws”—exist to prevent anti-competitive behavior in the marketplace. Ultimately, these laws protect consumers by seeking to ensure access to quality goods and services at competitive prices. They make it illegal for us to make formal or informal agreements with our competitors to unreasonably restrict competition or to otherwise gain an unfair advantage in our industry.

We must never enter into agreements to set prices, limit production or allocate customers, markets or vendors. If you believe that you have a situation that would allow you to legally discuss prices with a competitor that is also a vendor, customer or associate, you must first discuss it with the Legal Department.

For US Government contracting, in addition to this Code and other Thermo Fisher policies, we have adopted a [Government Contracts Compliance Policy](#) that governs our conduct when providing goods and services to the US government. If you have questions concerning these policies and restrictions or dealings with any governmental entity, please contact the Legal Department. You may also contact the Ethics Hotline with your questions and concerns.

For more information on dealing with government entities in other countries, see the [Tender Participation / Competition Compliance Policy](#) and local country guidelines.

Antitrust or competition laws may also prohibit certain agreements with vendors or customers—in addition to those with competitors—if they restrict competition. For example, certain bundling or tying arrangements, price discrimination, boycotts, reciprocity arrangements and restrictions on dealing in goods of a competitor may be illegal, depending on the facts. Even exchanges of information among members of a trade association are not protected from antitrust law.

For more information, review Thermo Fisher's [Antitrust Policy](#) or contact the Legal Department. You may also contact the Ethics Hotline with your questions and concerns.

Global Trade

Exports and imports of goods, software, technology and services are a significant part of the operations of Thermo Fisher. Complying with export and import control laws and regulations is essential to responsible engagement in international commerce. Failure to comply may impact our ability to serve our customers and subject Thermo Fisher and its colleagues to penalties, including fines, imprisonment and loss of export privileges.

We are responsible for complying with global trade laws and regulations. Thermo Fisher will follow all applicable laws, regulations and restrictions when importing or exporting goods, information, software or technology. Any colleague who needs help with any export or import transaction, or who becomes aware of a possible violation of export and import control laws or regulations, must promptly seek assistance.

For more information, see our [Global Trade Compliance](#) page, or contact gtc@thermofisher.com.

Environmental, Health and Safety Policy

We are committed to protecting the environment and the health and safety of our colleagues, customers and the communities where we operate. We comply with all environmental, health and safety laws and regulations applicable to our business and seek to operate in a manner that ensures a safe work environment, minimizes pollution and advances environmental stability. Our commitments are outlined in our [Environmental, Health and Safety \(EHS\) Policy](#), and we implement a variety of robust systems and programs to ensure we deliver on those commitments. All colleagues are responsible for ensuring we meet our EHS Policy expectations.

If you have concerns about Thermo Fisher's environmental, health and safety policies, please contact a member of the environmental, health and safety team. You may also contact the Ethics Hotline with your questions and concerns.

Quality

Making Quality Personal is fundamental to our culture. We strive to do it right the first time with our customers in mind. Following these principles, everything we do must meet rigorous quality standards. We must follow all laws, regulations, policies, standards and procedures that deal with the quality of our products. If you become aware of a quality concern, report it immediately to your manager.

If you are a manager, you have additional responsibilities in this area. You should be prepared to address quality concerns that are reported to you and you must ensure that your direct reports are properly trained regarding all applicable laws, regulations, policies, standards and procedures. In this way, you help to create a culture of quality and regulatory compliance where all Thermo Fisher colleagues live our 4i Values so we can fulfill our Mission.

Political activity

At Thermo Fisher, we do not engage in illegal political activity. Under US law, we cannot use Thermo Fisher funds to make contributions to federal political candidates. The laws governing political contributions vary by country, state, province or local authority. Any such contributions of Thermo Fisher funds must be approved in advance by the Government Relations team and any other appropriate legal resource.

Personal political contributions may also need to be disclosed when Thermo Fisher competes for government contracts.

For more information, see the [Government Relations](#) page or ask the Government Relations team.

Social media

We recognize that social media is a big part of our lives, both at work and at home. The Thermo Fisher social media policy deals with our participation in all kinds of social media, both during working and nonworking times and whether we are using our personal or Thermo Fisher equipment.

Our [Social Media Conduct Policy](#) establishes guidelines about using social media responsibly. For more information, please contact your [Communications leader](#) or the [Global Communications team](#).

Responses to media

We regularly receive questions from newspapers, magazines, websites and other media outlets about our business. To have a consistent approach with these entities, we have adopted a [Global Communications Policy](#). Under this policy, all colleagues should direct any questions from the media to their [Communications leader](#) or the [Global Communications team](#).

Never respond on your own to questions from the media. Instead, you should politely inform the requester of Thermo Fisher's policy and refer them to the [Global Communications team](#).

Code administration

If you have any questions about the corporate compliance program or this Code, feel free to:

- Ask your manager
- Contact HR
- Contact the Legal Department
- Contact the Ethics Hotline

Failure by a colleague to comply with this Code without a waiver will result in appropriate disciplinary action, which may include termination of employment.

For most colleagues, the Legal Department will consider waiver requests to provisions of this Code in certain appropriate circumstances—reach out to your manager or an appropriate legal resource to learn more.

If you are a member of our Board of Directors or have been designated by the Board as an SEC reporting executive officer, only the Board of Directors may grant a waiver of a provision of this Code.

We have changed our Code in the past and we will need to review it for changes in the future. Any substantive amendment to this Code must be reviewed and approved by our Board of Directors prior to taking effect and must be publicly disclosed under applicable law.



Raising concerns: Investigation

Our Company takes reports of possible Code violations seriously. All issues will be investigated promptly and we will communicate the results back to the person making the report when

Raising concerns: Taking action

Following our Code is a requirement of our work here at Thermo Fisher. Consequences for violating our Code, Thermo Fisher policy or the law are consistently applied. Disciplinary action might include counseling, oral or written

Raising concerns: Part of a team

We believe in a collaborative workplace—all of us are part of the Thermo Fisher team. As members of a team, we depend on each other to do the right thing in our daily work. Our Company depends on us to speak up when we see something that does not look right to us. If you see anything that you think is just not right, please contact your manager, your HR representative or the Ethics Hotline. You will not be retaliated against for your good faith report.

If you observe or suspect a violation of a law, regulation or elements of the Thermo Fisher Policies and Procedures, you should contact the Ethics Hotline.

All concerns will be documented, and the report will be referred to appropriate reviewing personnel, who will determine whether an investigation is required. Colleagues who report to the

appropriate. While investigations are handled with discretion, we may disclose the results of investigations to law enforcement or regulatory agencies when appropriate.

reprimands, warnings, probation or suspension without pay, demotions, reductions in salary or compensation and termination of service or employment.

Ethics Hotline should be prepared to describe the situation as completely as they can, including dates, names, facilities and/or departments involved and names of other colleagues who could provide additional information. Colleagues who have a concern to report should contact the Ethics Hotline even if they do not have all the facts or if they are unsure if there is a problem.

The assigned team will review the information provided, attempt to verify it and take appropriate action. All concerns and complaints about accounting or auditing matters will also be forwarded to the Audit Committee of the Board of Directors. The Audit Committee will evaluate the merits of the concern or complaint and authorize such follow-up actions, if any, as it deems necessary or appropriate to address the substance of the concern or complaint.

 Learn more at corporate.thermofisher.com

The Ethics Hotline may be reached any time:

- Online: globaethicshotline.com
- By telephone (toll free):
US: 1-888-267-5255
Other: find the number [online](#)

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- By email: thermofisher@compliancehotline.net
- By telephone: **0800 8 437663**