



## Statement of continued support

Radiometer's approach to sustainable development and improvement is supported by the way we do business.

Radiometer works with healthcare solutions, and it is our mission not only to sell products, but also to rationalize and improve the overall healthcare processes of which our products form a part.

In Radiometer Medical we engage in Corporate Social Responsibility activities by reference to the United Nations Global Compact's ten principles, and we publicly communicate our progress with respect to these principles on an annual basis.

This communication is a tool for evaluating our progress, but also a way of demonstrating to the communities in which we live and operate that we care.

As a company operating worldwide, we wish to improve living conditions not only for our employees but also for society, our investors, business partners and customers.

Radiometer Medical ApS



Peter Kürstein  
President

## The beginning of an era, Radiometers blood gas analyzer as an epochal invention

The history of Radiometer started back in 1935. The company produced measuring instruments to the Danish radio industry. This is where the name Radiometer comes from.

A couple of years later, two entrepreneurs from Radiometer developed the first pH-meter to classify the degree of the acidity of liquids. This proved to be the foundation of an epochal invention: The pH-meter was redesigned in 1952, when Carl Schrøder and Børge Aagard Nielsen developed the world's first blood gas instrument "*the Astrup Apparatus*".

The background for this invention was a request from two doctors, who discovered that measuring the pH status of blood could prevent respiratory failure. This was a lifesaving discovery, and the blood gas instrument made it possible to regulate the acidity with extra ventilation, which is very essential for patients who need critical care.

Much has changed since 1952. However, our commitment to using advanced technology and insight into hospital processes to simplify and improve acute care testing remains the same.

Today, Radiometer's offering reaches well beyond blood gas testing into transcutaneous monitoring and testing of cardiac, coagulation and infection markers. Products and services that all aim to save lives, and to bring the power of simplicity to our customers.



## Introduction

Through all the years Radiometer has been a company concerned with the interests of society, taking responsibility for the impact of the organization's activities on customers, employees, shareholders, communities and the environment in all aspects of its operations.

In 2000, we described our founding and underlying values and formulated five key values, which the company policies are based on. Our commitment to sustainability and improvement is reflected in these values:

### The five key values:

Respect for mankind  
 Customer relations  
 Quality  
 Innovation  
 Constructive diversity



### Overall policies derived from these values:

Employment policy  
 Organization, management and cooperation policy  
 Environmentally and socially responsible policy

In 2004, Danaher Corporation acquired Radiometer. With more than 50,000 employees around the globe Danaher owns some of the world's leading industrial brands, including Radiometer.

The company policies at Radiometer are further supported by the Kaizen philosophy that underlies the Danaher Business System. "Kaizen" is Japanese for "change for the better" or "continuous improvement".

The Kaizen philosophy encourages Radiometer to continuously find new, creative and effective ways to improve the work processes and work conditions to gain lasting and positive results.

## Communicating on progress

In 2009, Radiometer took a step further and entered into the United Nations Global Compact's 10 principles. Radiometer has mapped the current CSR status by setting the CSR-associated initiatives in relation to the 10 principles.

### Human rights

- Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2 make sure that they are not complicit in human rights abuses.

### Labour standards

- Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4 the elimination of all forms of forced and compulsory labour;
- Principle 5 the effective abolition of child labour; and
- Principle 6 the elimination of discrimination in respect of employment and occupation.

### Environment

- Principle 7 Businesses should support a precautionary approach to environmental challenges;
- Principle 8 undertake initiatives to promote greater environmental responsibility; and
- Principle 9 encourage the development and diffusion of environmentally friendly technologies.

### Anti-corruption

- Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.



In Radiometer we emphasize precision, expertise and innovation. Our products and services simplify and automate all phases of acute care testing, so hospitals all over the world can get fast results, reduce workload and the risk of errors, and improve cost effectiveness.

## Human rights

Radiometer is dedicated to following the Human Rights principles 1-2 in the Global Compact framework. Principles 1-2 are derived from the 1948 Universal Declaration of Human Rights.

The aim of this declaration was to set basic minimum international standards for the protection of the rights and freedom of the individual. The fundamental nature of these provisions is widely regarded as forming the foundation of international law and standards.

Radiometer is in material compliance with all local and international laws and standards, and human rights are at the core of many of these laws and standards.

Radiometer is committed to respecting human rights and avoiding violations of human rights, and strives to fulfill this commitment by complying with Danaher's Standards of Conduct.

“ Danaher is committed to complying with all laws pertaining to freedom of association, collective bargaining, immigration, working time and conditions, wages and hours, as well as laws prohibiting forced, compulsory and child labor and employment discrimination. ”

Excerpts from Danaher's Standards of Conduct

Radiometer's business operations are in accordance with:

- EU Directive 00/43/EC of 29th June 2000 on equal treatment between persons irrespective of racial and ethnic origin.
- EU Directive 00/78/EC of 27th November 2000 on a general framework on equal treatment in employment and occupation.
- The European Convention on Human Rights of 4th November 1950.
- The UN Convention on the Elimination of All Forms of Racial Discrimination of 21st December 1965.
- The UN Convention on the Elimination of All Forms of Discrimination Against Women of 18th December 1979.
- ILO Convention No. 100 of 29th June 1951 on Equal Remuneration.
- ILO Convention No. 111 of 25th June 1958 on Discrimination.
- ILO Convention No. 169 of 27th June 1989 on Indigenous Peoples.

## Labour standards

As an overall framework for business operation and initiatives, Radiometer has committed to comply with the ILO conventions as well as to ensure compliance with international and local legislation.

### Equal opportunities for all our employees

A positive development demands driven and talented employees. In Radiometer we emphasize the importance of improving the abilities of our employees of both genders. We find it important that all employees get treated equally, and that they have equal opportunities to excel professionally. Therefore all employees at Radiometer Medical have the possibilities to attend different language courses and in-service training.

Radiometer values a diverse workforce, and believes in the many benefits of providing equal employment opportunities for all. The company ensures equal access to employment for women and minorities and supports non-discrimination in employment, dismissal, job transfer, promotion, setting wages, work conditions and development of competencies. All decisions on recruitment, promotion, dismissal, pay and working conditions are based on relevant and objective criteria.

Radiometer expects that the steps taken to ensure equal employment opportunities will contribute to further enrich the outcomes that the already diverse workforce creates.

### Job satisfaction

At Radiometer we prioritize job satisfaction and a healthy work environment for our employees. It is important that our employees feel that they improve their work, and that they are proud of working on helping critically ill patients. Therefore we focus on improving job satisfaction, in order to gain motivated and satisfied employees.

#### ACTION TAKEN:

**Associate Survey 2010 & Personal Development talks.** Since 2004, employee satisfaction surveys have been performed amongst all employee groups in Radiometer Medical. Follow-up meetings run through the organization to discuss status and possible actions for improved satisfaction. Annual personal development talks have been performed for years amongst employees in administration.

“ Danaher values a diverse workforce, and believes there are many benefits to providing equal employment opportunities for all. ”

Excerpts from Danaher's Standards of Conduct

The results from the 2010 survey is based on the total response rate of 81 % (N = 1730 employees). On four focus areas the satisfaction has gone up in 2010:

- 1) Innovation (increase from 3.4 in 2009 to 3.6 in 2010)
- 2) Customer focus (increase from 3.5 in 2009 to 3.7 in 2010)
- 3) Future (increase from 3.5 in 2009 to 3.7 | 2010)
- 4) Survey (increase from 3.4 in 2009 to 3.5 in 2010)

The five most positive replies in 2010 are Growth (4.6), Goals (4.5), Safety (4.3) and Associate Involvement & Communications, which scores (4.1).





**Job satisfaction for Radiometer employees 2009 and 2010:**

<b>AS 2009 and 2010 Radiometer Subsidiaries Dashboard – Weighted total score</b>				
Category / Workgroup	Radiometer 2009	Radiometer 2010		
Associate involvement	3.9	4.1		
Communications	3.7	3.9		
Supervisor	4	4.1		
Quality	3.8	4		
Customer focus	3.5	3.7		
Goals	4.2	4.5		
Innovation	3.4	3.6		
DBS	3.8	4		
Walk the talk	3.7	3.8		
Safety	4.1	4.3		
Future	3.5	3.7		
Overall satisfaction	3.6	3.9		
Survey	3.4	3.5		
Growth	4.5	4.6		
Compliance & Integrity	3.8	4		
Engagement	3.7	3.8		
Associate relations	3.9	3.8		
Number of respondents	1724	1730		
Headcount	2083	2125		
Answering rate	83 %	81 %		
Average	3.8	3.9		
Weighted total score	1 = Disagree	2 = Tend to disagree	3 = Neither agree or disagree	4 = Tend to agree

In Radiometer, the results and action plans have been presented to the associates together with the annual workplace evaluation in 45 meetings.

The action plans contain 29 actions. 22 of them are focused on the following four in categories:

- Engagement, eight actions
- Walk the talk, five actions
- Communication, five actions
- Quality, four actions

**Job satisfaction for Radiometer employees 2009 and 2010:**

In Radiometer Medical we have a Work Committee called SU, which is an informative and consulting organ. In this Joint Council the management and our employees can have discussions and interactions about work-related subjects, which results in better communication and better job satisfaction for all parts at Radiometer Medical.

The Joint Council consists of an equal number of representatives from the management side and the employee side. In Radiometer Medical we have 17 members in the Joint Council, and apart from that we have created local Joint Councils in the sections, who meet and discuss local conditions.

## Environment

Radiometer is committed to protecting and taking responsibility for the environment. We do that by striving to remain in full compliance with two key international standards.

Radiometer is in compliance with EU Directive 75/442/EEC of 15th July 1975 on waste, EU Directive 91/689/EEC of 12th December 1991 on hazardous waste, EU Regulation 259/93/EEC of 1st February 1993 on the supervision and control of shipments of waste within, into and out of the European Community as well as the Basel Convention on transboundary movements of waste.

We seek to recycle as much waste as reasonably possible. All this is done in an effort to implement environmentally responsible business practices and to protect the local and global environment in which we work, so that activities carried out by Radiometer do not cause harm to the surrounding environment in which we operate.

Protecting the environment is an ongoing process, and Radiometer is continuously working to improve its performance. Hence, Radiometer Medical initiated one new energy-saving pilot-projects and expended two existing projects in 2010.

“ Every associate has a duty to act in an environmentally responsible and safe manner, and that duty extends not only to fellow associates, but also to government authorities, suppliers, customers, and those who live in the surrounding community.” ”

Excerpts from Danaher's Environment, Health and Safety Policy





**ACTION TAKEN:**

Energy-saving fluorescent tubes are installed in Radiometer's buildings in Copenhagen, aiming to ascertain the possibilities and advantages of expanding the installation of fluorescent tubes to all Radiometer buildings. In some of the buildings the brightness is automatically adjusted, and these measures constitute a total savings of 176,160 kWh for 2010, and is therefore a good approach that is both environmentally sound and cost-effective.

**ACTION TAKEN:**

In Radiometer we consider it an honor to protect the environment, and we are in favor of paper recycling. In Radiometer Medical, wastepaper bins and paper trays are available within easy reach for all our employees, and we consider it as a duty to avail ourselves of these.



## Anti-corruption

As a company operating worldwide Radiometer opposes corruption in all its forms. Radiometer takes responsibility for the impact of the organization's activities on customers, employees, shareholders and communities in all aspects of its operations.

Radiometer strives to comply with all applicable international standards and comply with local legislation against corruption. The aversion to corruption, bribery and extortion is clearly stated in Danaher's Standards of Conduct, which state that neither Danaher Corporation nor any of its subsidiaries may engage in corrupt behavior.

The Danaher Anti-Corruption Policy affirms Danaher's commitment to performance with integrity, and is intended to help ensure that Danaher and its subsidiaries abide by the anti-bribery and anti-corruption laws of the countries in which they operate.

Danaher is committed to compliance with all international and local anti-bribery and anti-corruption laws, and the Anti-Corruption Program is designed to help fulfill that commitment.

Danaher is a signatory to the World Economic Forum's "*Partnering Against Corruption Initiative*". *Danaher's Standards of Conduct, Anti-Corruption Policy and Customer Trips & Entertainment Policy* are each designed to prohibit and prevent all forms of bribery, and are implemented by Radiometer in Radiometer's global business.

**“ Payments, gifts and things of value may not be provided, offered, authorized or reimbursed, directly or indirectly through any third party acting as an agent or representative of, or independent contractor working for, or otherwise on behalf of Danaher or any of its direct or indirect controlled subsidiaries. ”**

Excerpts from Danaher's Standards of Conduct





**ACTION TAKEN:**

As a Danaher business, Radiometer employees are trained regularly to ensure that they understand and are in compliance with Danaher's Standards of Conduct. The training undertaken covers several themes, including human rights, ethical behavior, environment, and anti-corruption. The training in anti-corruption deals with themes such as anti-bribery and anti-corruption legislation on national and international levels. In 2010, Radiometer also initiated an international anti-corruption campaign that is aimed at eventually training all our distributors in the anti-corruption policies of the company.

By training employees and distributors in how to recognize and avoid corrupt behavior, we expect to avoid and prevent corruption at every level of our business. In addition to the ethical and legal implications, Radiometer also recognizes the negative impact that corruption has on a company's business by damaging the reputation of the company involved in corruption. Radiometer not only addresses corruption internally, but also externally by taking initiatives to prevent any corrupt behavior by any existing or potential business partner. Danaher's anti-corruption policy affirms our commitment to ensure that Radiometer and its business partners abide by the anti-bribery and anti-corruption laws of the countries in which we operate.

**ACTION TAKEN:**

Our Distributor Screening Toolkit, which is a modified version of the one which is provided by Danaher, helps Radiometer check that none of our suppliers, partners, subcontractors, distributors etc. are engaged in corrupt behavior in any form. The toolkit consists of screening, checklists and guidance documents. The aim of the toolkit is to ensure that Radiometer only collaborates with business partners that meet our basic standards of doing business and to avoid corrupt business partners. Since the implementation of the toolkit, 48 % of the existing distributors have been screened using this toolkit, all new distributors appointed in 2009 have been screened, and in 2010 we did also screen another 40 % of the existing distributors to make sure that their businesses are in line with Radiometer's standards. We have accomplished to screen almost 90 % of all our distributors, and we will endeavor to use the toolkit to screen the remaining 10 % during 2011.

## Partnerships for development

As Radiometer's products are directly related to saving lives, the company is focused on the importance and impact of its presence in developing countries, and how the company's assets can assist in improving the treatment of critically ill people around the world.

Through cooperation and partnership with development agencies, Radiometer actively supports the United Nations' Millennium Development Goals 2015 and its efforts against child mortality and life-threatening diseases in less privileged regions of the world. Our vision is: Acute care instruments should be available where needed.

The company's long-term strategy in developing countries focuses on conducting business with a high degree of Corporate Social Responsibility and we therefore engage in and initiate projects aimed at supporting a sustainable development. Radiometer's project activities seek to address the obstacles and limitations that healthcare institutions in developing countries face in providing blood gas solutions to patients. Radiometer strongly believes that it is not sufficient just to place an analyzer in a healthcare institution; we believe it is vital to provide the necessary training and support to physicians, nurses and other healthcare personnel in order for them to provide optimal patient care.

In an effort to ensure sustainable results, Radiometer engages in partnerships with governments and core healthcare institutions in developing countries through which Radiometer disseminates knowledge on how to diagnose critically ill patients with blood gas analyzers.

The training is targeted at physicians and nurses working at private, public and faith-based hospitals and covers a wide range of theoretical as well as practical issues related to the diagnosis of critically ill patients who may suffer from e.g. HIV/AIDS or tuberculosis.

### **ACTION TAKEN (international):**

#### **Project Egypt:**

Radiometer is engaged in a project with the Egyptian Ministry of Health and its training institution GOTHI (General Organization for Teaching Hospitals and Institutes). Danida supports the partnership through its Private Public Partnerships Programme. The aim of the projects within the program is to contribute to sustainable change and development in developing countries through partnerships between private companies and with the involvement of public and civic institutions and organizations.

The partnership formed by Radiometer and GOTHI focuses on building capacity within diagnosing critically ill patients (with for example HIV/AIDS, and patients needing surgery) using blood gas analysis. With their combined resources GOTHI and Radiometer provide the Egyptian healthcare sector with access to the latest technology and build capacity through relevant training. Radiometer develops and provides training activities targeted at Egyptian doctors and nurses at public hospitals. The theoretical training is combined with practical application training on point-of-care testing equipment. The installed equipment provides faster results and assures more effective treatment.





**ACTION TAKEN (international):**

**Projects in Nepal, Uganda and Tanzania:**

The projects in Nepal, Uganda and Tanzania are supported by Danida's B2B Programme.

The core business idea for the cooperation with experienced suppliers of equipment to Intensive Care Units (ICUs) all over the three countries is to equip the healthcare sectors with applicable knowledge and blood gas analysis solutions.

The aim of the projects and the partnerships is to fully serve the healthcare sectors in the three countries, which will result in better patient outcome for the critically ill patients. With the technical ability and advanced training skills in regard to blood gas analysis, the partnerships will be able to fully market, service and maintain blood gas analyzers in the countries. The objective of the proposed partnerships is to make blood gas solutions available for as many patients as possible. This will in turn reduce the health risks for infants and critically ill patients, including patients with AIDS/HIV.

The project activities will address the obstacles and limitations faced by the healthcare institutions in the countries, when providing blood gas analysis to its patients. A strong cooperation with core health institutes is planned to ensure the relevance of the provided products and services. The partnership wishes to supply healthcare institutions with the training required to address health risks and concerns within Radiometer's areas of expertise, hence enabling the hospitals in the countries to provide optimal patient care.

In Radiometer we do not only initiate international projects, but are certainly also aware of our local society, and we take great pride getting involved in a lot of projects (both smaller and bigger) concerning the society. When we at Radiometer Medical get into partnerships with the society, we focus on what we can contribute with and how the employees' competences can be used to help the society.

**ACTION TAKEN (local):**

At Radiometer in Denmark, we bring on 15-20 9th graders, annually, for a week's period. The process consists of students applying for the internship, like in a true job situation. During that time, they work with regular Radiometer employees in different departments, such that they can experience real-life work conditions.

We also have mentoring projects in Radiometer, which are projects we started in order to mentor "at risk"-youths, who are in increased likelihood of delinquency due to home and environmental factors. The youths were in Radiometer in connection with internships, and we decided to provide help in both professional and personal matters, and prepare the youths for future work and education. In order to do that in the best and most professional way, we sent some of our employees on special courses, and trained them in mentoring.

**ACTION TAKEN (local):**

Radiometer has donated DKK 5 million to support PhD-students, who study technology and medical science at the Technical University of Denmark (DTU). With this donation Radiometer, DTU and the Danish government has created a fund of 15 million DKK that may give PhD grants to special gifted DTU candidates and projects of Medicine and Technology. Radiometer has also hired some of the DTU Medicine and Technology engineers, who now thrive as employees at Radiometer.