People Powering Victories

Varian Sustainability Report 2018
Powering Change

Varian's mission extends even further than achieving new victories in the fight against cancer. Each day, we strive to become better corporate citizens and uphold the highest standards as we:

- Develop more advanced therapeutic capabilities for clinicians.
- Extend access to advanced care.
- Improve clinical outcomes.
- Optimize safety.
- Make a positive impact in the communities and environments where we operate.

The following are key to our approach:

- **Community Investment** – We are dedicated to looking out for our communities and inspiring our employees and others to give back.
- **Trust and Integrity** – Our company ensures the highest level of accountability and transparency throughout the entire business, from supply chain, to cybersecurity, to employee health and safety.
- **Environmental Sustainability** – We strive to ensure we are treating our environment and resources with the utmost care and respect.
- **Workplace Culture** – Varian prides itself on fostering an inclusive environment that offers an innovative, creative and safe place for all to work.

**Benchmarking to the Global Standards**

Our comprehensive, company-wide sustainability program involves the close participation of senior leaders from across the business. This report references the GRI Standards for select performance data.

The data in this Sustainability Report is from fiscal year 2017 (October 2016 to September 2017).

If you have any comments about this report, please contact us at sustainability@varian.com

Go online: In addition to this report, Varian will publish future sustainability reports, performance updates, and activities at this site: [varian.com/about-varian/citizenship](http://varian.com/about-varian/citizenship)

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About Varian

Varian’s vision is a world without fear of cancer. To meet this challenge, we equip the world with new tools for fighting cancer.

Partnering for Progress

Since the 1950s, we have been producing tools that harness the power of X-ray energy to benefit humankind. Our history is one of pioneering developments in the fields of radiotherapy, radiosurgery, proton therapy, brachytherapy, and cancer center management.

Today, we have a robust product portfolio and longstanding relationships with many of the world’s leading clinicians. As Varian continues to grow, our staff of approximately 7,000 employees in 80 sales and support offices around the globe is developing innovative, cost-effective solutions that power new victories in cancer care.

Our Values

By working together to achieve new victories against cancer, we make powerful change happen. Varian’s values connect us to one another and to the mission we all share.

Customers First

We put customers first. Our customers trust us to deliver solutions, products, service, and performance that enable them to do vital work for people around the world.

Partner for Life

We are united by purpose to help save lives. We collaborate with one another and our customers to make patient care more effective, affordable, and accessible everywhere. We serve all parts of the world with equal care.

Inspired Innovation

We turn great ideas into practical realities. We have always been inspired and energized by the challenge of finding new and better ways to do things. Innovation drives our success.

Doing Well by Doing the Right Thing

We grow our business while acting with integrity. Each of us is responsible for meeting the highest standards of ethics, quality, and safety. We care for our customers, our colleagues, and our communities.
Our Cultural Beliefs

Varian has developed a set of cultural beliefs to engage employees and help them demonstrate the mindsets and behaviors essential for delivering our vision, social good, and future success.

“Act as One” – Building partnerships across organizations and geographies to deliver Varian’s key results. By all of us working as one, we spark innovation and drive progress toward a world without fear of cancer.

“Beat Cancer” – Supporting employees to expand Varian’s role in helping people beat cancer. Whatever the job role, every employee has an important part to play in the quest to attain that vision.

“Count on Me” – Encouraging a culture of accountability to help employees achieve Varian’s key results and understand what they need to do. Every day is an opportunity to step beyond responsibilities to make a greater impact.

“Engage Now” – Listening actively, speaking fearlessly, and including diverse perspectives to make better decisions. How we work together ensures all our voices are heard.

“Inspire People” – Being passionate about Varian’s mission to inspire oneself and others. This means embracing one’s own personal and professional growth as well as the growth of the team.
Access to Modern Treatments

More than 50% of patients require radiotherapy in their course of care. One radiotherapy machine can treat over 50–100 patients per day, with a useful life span that extends over 10 years or so, making this highly cost effective as well as an indispensable pillar of cancer treatment.

However, low- and middle-income countries still have only 5% of global radiotherapy resources, and 90% of patients in those countries have no access to these resources. It is estimated that nearly 27 million life years could be saved by eliminating the gap in access to radiotherapy in low- and middle-income countries by 2030. With this in mind, Varian’s mission is to extend advanced care across the globe to help redress the imbalance.

Expanding Access to Halcyon

In 2017, we launched Halcyon™, a new treatment delivery platform specifically designed for resource-limited settings. Halcyon simplifies and enhances virtually every aspect of planning and delivering radiation therapy, improving patient comfort and shortening treatments significantly without sacrificing quality. Halcyon is also easy for operators to learn; treatments can be completed with nine simple, machine-guided push-button steps in just minutes.

Halcyon treatments have commenced at three different cancer centers in Africa: Clinique le Littoral Casablanca and Centre d’Oncologie Nakhl Rabat in Morocco, and Busamed Oncology Center in South Africa. Alemão Oswaldo Cruz in São Paulo, Brazil – the first hospital in the country to install a medical linear accelerator back in 1972 – has now scored another first by adopting the country’s first Halcyon system. Early adopters have also included sites in Croatia, Poland, and a site in India that reports comfortably treating over 100 patients during a 14-hour day on their new Halcyon system.

“"We are excited to be first again with the Halcyon system and look forward to accelerating the availability of high-quality care.”

Dr. Rodrigo Hanriot, radiation oncologist and head of the Radiation Oncology Department, Alemão Oswaldo Cruz Hospital

Increasing Access to High-Quality Care

In January 2018, Varian signed a Memorandum of Understanding with Ping An Health Technology Co. Ltd to explore a strategic partnership for expanding access to cancer care in China. Leveraging their respective technical and domain expertise, the two companies will investigate the utilization of artificial intelligence, cloud computing, and big data technologies to deliver high-quality and cost-effective cancer care to a far greater number of people in China, close to where they live.

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Bringing Care Closer to Patients

In the city of Dimapur, India, Varian’s UNIQUE™ single-energy medical linear accelerator is part of the treatment offering at the new Christian Institute of Health Sciences and Research (CIHSR) radiotherapy center.

The project was commissioned under the aegis of Tata Trust as part of its work to create more patient-centric cancer institutions and to deliver standardized and affordable care closer to patients’ homes. The new center means that patients will no longer have to travel to other states from Nagaland for lifesaving radiotherapy treatment.

1 Global Task Force on Radiation Cancer Control/Union for International Cancer Control. Lancet Oncology, September 2015.
Focused on Saving Lives

Ryan Beckham and Frank Rosenthal received cancer diagnoses at very different stages of their lives – Ryan in his late teens and Frank in his fifties. For both patients, however, Varian’s ProBeam® proton therapy system played a big role in affording them advanced, personalized, targeted treatment, essential to their recovery.

Ryan Beckham is an 18-year-old engineering student at New Mexico State University. For Ryan and his family, when the cancer diagnosis came it was a devastating shock. Initially diagnosed with bone cancer, further tests at the Cincinnati Children’s Hospital in Ohio revealed a rare form of soft tissue sarcoma called ASPS.

The condition is completely unaffected by traditional chemotherapy, and surgery was also not an option. Fortunately, Ryan’s clinicians were able to offer him radiotherapy using Varian’s advanced pencil beam scanning technology for proton therapy, a form of treatment that is extremely accurate, more able to spare healthy tissue, and less likely to cause new tumor growth in radiated healthy tissue than other forms of radiation.

Crucially, Ryan’s tumor has shrunk noticeably, leading to less overall discomfort and pain. Ryan reports that, given the current positive progress, he is hopeful for the future.

As an amateur singer, electrical engineer Frank Rosenthal became aware of changes in his singing voice, followed by difficulty in swallowing. The cancerous tumor discovered at the base of his tongue was at an early stage and operable. However, two attempts at a “surgery-only” solution were aborted when a number of risks rendered the procedure unfeasible.

Despite his misgivings about radiotherapy, Frank was reassured when the curative potential of proton therapy was explained more fully. Pain and other effects were tough to deal with during and after the seven-week treatment at the state-of-the-art Maryland Proton Treatment Center (MPTC) in Baltimore, but nine months post-treatment, the great news is that tests show no evidence of cancer.

Frank’s taste and salivation have returned to three-quarters normal, helped by the accuracy of the beam from Varian’s ProBeam system, which make it possible to reduce damage to these areas.

“Varian’s machine is amazing. It has given me tremendous help, not just for my personal future but for an untold number of other cancer patients whose prognosis will be drastically improved.”

Changing the Treatment Experience

We’re not just focused on the technology that combats illness – we want to improve the treatment experience. Our director of proton therapy marketing, Bill Hansen, found a unique way to support children receiving proton therapy. Bill teamed up with Steve Englehart, a writer for Marvel Comics and DC Comics, and The Intrepid Proton-Man comic was born. It tells the story of a young girl’s doctor becoming the energy that rockets into her body to fight King Crab. The book launch was held at the Cincinnati Children’s Hospital, with Proton-Man in attendance. The reaction was incredible: Proton-Man was instantly loved by both the kids and their caregivers. The Proton-Man comic book is now available to cancer and proton centers around the world.
Access to Care Program

Experience has taught us that providing equipment is only part of the solution to increasing access to cancer care globally. For every installation of cancer therapy equipment in a hospital, highly trained technical personnel and specialized clinicians are required to treat patients.

Since it was founded, Varian’s Access to Care program has funded advanced training for clinicians from 12 different countries.

Unfortunately, low- and middle-income countries often struggle to meet human capacity requirements. Founded in 2011, Varian’s Access to Care program is a global education initiative. It harnesses our burgeoning network of health facilities and education centers worldwide to prepare the people who will carry on the fight against cancer in disadvantaged countries. The Access to Care program has provided more than one million dollars in radiation oncology training courses, clinical mentorship initiatives, and distance learning modules. This investment has allowed for the training of more than 250 medical professionals in Africa, South East Asia, and the Middle East.

Expanding Training in South Africa

We took the Access to Care program to South Africa in 2015. Discovering there was already a solid foundation of clinical training and development, we focused on extending competency to advanced treatment techniques. Based in Cape Town, the program enables students to learn from experts in the field in person and online, as the Varian facilities provide a network that is linked to our virtual education environment hosted in Steinhausen, Switzerland.

Building on the success of the program, in April 2017 we established a direct operation in Johannesburg, and now have sales, service, and support teams in place to better serve the cancer population across the country.

Advancing Skills in Vietnam

In 2015, 15 radiation therapy students from three leading cancer hospitals in Vietnam participated in Varian’s train-the-trainer course. After learning about the latest technological advancements and treatments, the students returned to their respective hospitals to become teachers themselves. Since then, Varian has been expanding its Access to Care training for medical physicists and radiation oncologists throughout Vietnam.

Empowering Success in Myanmar

Our latest Access to Care project is underway in Myanmar, where we are applying our tried and tested train-the-trainer model throughout many of the country’s hospitals. In 2014, Yangon General Hospital became the first clinical site in Myanmar to install new radiotherapy technology from Varian. We are now looking to continue our successful relationship with the hospital, setting aggressive benchmarks for its Access to Care program.
Safeguarding Patient Information

Today, vast amounts of sensitive patient information and data reside in the modern healthcare provider network. These are increasingly targeted by hackers and other criminals seeking to exploit weaknesses.

Varian’s software products are developed with a focus on quality and patient safety. The assumption that products operate inside a safe and secure IT perimeter – with information access restricted to authorized users only – is historic and no longer valid. This is why cybersecurity has become a top priority for Varian and others in the healthcare sector.

The company continuously invests in its robust cybersecurity program. Our information security office is staffed by employees from our product engineering and IT departments. The teams collaborate with cybersecurity experts and IT stakeholders from customer sites to identify risks and plan security enhancements.

Varian’s cybersecurity program is monitored to the utmost degree of protection. Close collaboration between the company, customers, and outside security experts is paramount. For example, the latest version of Varian’s ARIA® oncology information system has a strong focus on cybersecurity. We have also created a cybersecurity interest group within the OncoPeer™ community, a new cloud-based resource for knowledge sharing among oncology professionals.

Like patient safety, true cybersecurity can only exist when there is effective collaboration between vendors and healthcare providers. Varian takes this issue incredibly seriously. We look forward to working with others across the healthcare and technology industry to minimize the danger of data security breaches and protect patients in every way.
Driving Progress Against Environmental Goals

We bring the same pioneering attitude and attention to detail to environmental goals as we do to developing our cancer-fighting technologies. In our inaugural 2011 Sustainability Report, we set a number of long-term goals designed to drive our environmental sustainability and accountability, which has served as a roadmap for our initiatives. We are fully committed to reducing hazardous and solid waste generation, reducing our carbon footprint, and minimizing water, natural gas, and electricity usage.

Due to the Varex divestiture and the 2020 sunsetting of our existing targets, we are in the process of establishing a new baseline and are evaluating the setting of new targets based on science. The progress reported below reflects the new baseline, which excludes Varex. We look forward to reporting on our new targets soon.

### 2020 GOALS

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<th>Greenhouse Gas Emissions</th>
<th>Electricity and Natural Gas</th>
<th>Water Use</th>
<th>Solid Waste</th>
<th>Hazardous Waste</th>
<th>Landfill</th>
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### 2017 PROGRESS

<table>
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<tr>
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| Achieved a 25% reduction (tCO\textsubscript{2}e per dollar sales) from 2010 baseline.  
2017: 149,140 tons of CO\textsubscript{2}e | Achieved a 9% reduction (kWh per dollar sales) in electricity use and 46% reduction (MMbtu per dollar sales) in natural gas use from 2010 baseline.  
2017 electricity: 34,934 MWh  
2017 natural gas: 11,124 MWh | Reported a 33% increase in water use (gallons per dollar sales) from 2010 baseline.  
2017: 25,610,504 gallons | Diverted 62% of solid waste from landfill disposal. | Achieved 23% decrease in hazardous waste generated (tons per dollar sales) from 2010 baseline. | 53% of hazardous waste generated was sent off site for recycling/reclamation/treatment or secondary reuse/recovery. 36% of hazardous waste – mainly construction waste that cannot be recycled or reused – was sent to landfill. |
At Varian, we pride ourselves on our commitment to environmental sustainability. Our environment-first mindset dates all the way back to 1992, when we first began earnestly tracking company energy and water use, greenhouse gas (GHG) emissions, and hazardous waste generation.

With 2020 as the target for achieving the Key Performance Indicators (KPIs) we established nearly a decade ago, we are proud that since 2010, Varian has achieved:

- **25% reduction in carbon footprint per dollar sales**
- **23% decrease in hazardous waste generated per dollar sales**
- **46% reduction in natural gas use per dollar sales**

We continue to monitor our impacts across all our locations worldwide, with the goal of identifying potential areas for improvement. For example, in 2017 our Beijing facility became the second Varian location to achieve full ISO 14001 environmental accreditation, showcasing our commitment to environmental sustainability throughout the entire supply chain. The Beijing office also converted all lighting to LED in an effort to reduce energy consumption.

On the opposite side of the world, our Palo Alto, California headquarters and other U.S. offices offer dozens of electric vehicle charging stations on campuses. Other locations offer secure bicycle storage for those who pedal to work, subsidies through the Commute Alternatives Program, and commuter vans.

From 2016 to 2017, Varian’s total Scope 1 and 2 GHG emissions remained relatively flat, while our total reported Scope 3 emissions decreased significantly. This decrease was primarily due to an inability, in 2016, to extract Varex – an entity divested in 2016 – from the spend data used to calculate emissions from purchased goods and services (Category 1) and capital goods (Category 2). In 2017, we were able to calculate emissions from two new Scope 3 categories that we had previously not reported: end-of-life treatment of sold products (Category 12) and investments (Category 15). With the additional calculations in 2017, Varian is now calculating all value chain emissions except those from the processing of sold products (Category 10), which are not anticipated to be significant.

2017 GHG Emissions Data

- **SCOPE 1**
  - 18% EMEA
  - 4% APAC
  - 78% Americas
  - Total: 19,820 tons CO2e

- **SCOPE 2** (Market-Based)
  - 41% EMEA
  - 34% APAC
  - 25% Americas
  - Total: 10,811 tons CO2e

- **TOTAL GHG EMISSIONS**
  - 66.5% Purchased Goods & Services
  - 24.0% Capital Goods
  - 7.9% Other
  - 0.6% (Market-based)
  - 1.1%
  - Total: 1,887,137 tons CO2e

2018 is Varian’s eighth year submitting information to CDP, an international not-for-profit organization that provides a global system for companies to measure, disclose, manage, and share environmental information on GHG emissions, energy and water use, and climate change. CDP scores and ranks companies based on information disclosed, assessing them on the quality of their disclosure and their achievements in improving performance.

Varian achieved a B-score for its 2017 performance, both for climate change and water stewardship.
Excellence in Health and Safety

Varian’s ongoing commitment to employee health and safety yielded some of the lowest injury and illness rates in the company’s history for the fourth year running.

In calendar year 2017, we achieved an Occupational Safety and Health Administration (OSHA) recordable rate of 0.66. The OSHA recordable rate details the number of employees per 100 who had a work-related injury or illness that required medical treatment beyond simple first aid.

We also had an historically low Days Away, Restricted, or Transferred (DART) rate of 0.40. The DART rate is based on the number of employees per 100 who had a work-related injury or illness that resulted in the employee missing time at work, being restricted from doing their normal work, or being transferred to a job with less strenuous physical requirements.

We are proud of Varian’s performance as being significantly better than the industry benchmark rate in both DART and OSHA.

Key Health and Safety Initiatives in 2017

Specific health and safety initiatives have included:

• A global campaign to ensure each Varian site has emergency preparedness and response procedures, and that these have been communicated to employees on site.
• A risk assessment of the Halcyon product before it was introduced to the market in order to reduce installation and service risks.
• Implementation of controls to reduce chemical exposure during routine cleaning of treatment machines.
• In-house electrical safety training videos delivered to field employees.
• Full safety programs and training rolled out at Varian proton therapy customer locations.
• An increase in overall safety communications company-wide.

True to our vision of working toward a world without fear of cancer, we hold ourselves to the highest standards and practices to protect our employees and partners from any unnecessary health and safety risks – and remain dedicated to continuous improvement going forward.

### 2017 Injury and Illness Rates

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<th>OSHA Recordable Rate</th>
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<th>DART Rate</th>
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Varian’s Culture

It is people, working together, who power victories in cancer care – in fact, we believe this is the only way to achieve success. These beliefs fuel our dedication to a culture that helps our employees grow, rewards excellence, celebrates diversity, and fosters a sense of inclusion and belonging.

**Our Commitment to an Inclusive Environment**

With approximately 7,000 employees around the world, we embrace the different experiences and perspectives they have to offer, as this drives unmatched innovation in the field of oncology.

We work to ensure diversity throughout the company and at all levels of the organization, starting at the top. Three of nine members of our Board of Directors are women, and women comprise a growing percentage of our senior leadership teams. For example, our Oncology division, which makes up more than 70% of the company, was led in 2017 by a female president. Our business leaders make it part of their standing meeting agendas to talk about how they are fostering diversity, inclusion and belonging in their teams.

We continue to invest in developing the potential of women to grow their careers at Varian. Four years ago, we launched a leadership development program aimed at preparing high-potential women for more senior leadership roles. This year, we are re-examining and revamping our leadership development program to make it more accessible to more participants around the world. Understanding the unique challenges of balancing motherhood and a career, we have also implemented measures to support new mothers, including paid family and bonding leave and lactation rooms.

Our current and planned initiatives aim to improve retention and advancement of ethnically diverse and female employees while offering compelling opportunities for all employees.

Kolleen Kennedy, Varian’s chief growth officer and president of Proton Solutions, and Dee Khuntia, Varian’s senior vice president and chief medical officer, were both recently recognized for their diversity leadership and achievements. Kolleen was recognized by The Silicon Valley Business Journal through its annual Women of Influence award program, while Dee was named one of the Top 50 Multicultural Leaders in Technology by the National Diversity Council.

Our continually expanding internship program, designed to give people early in their careers real and substantive work experiences, is another avenue for enhancing the age, gender, and ethnic diversity of our workforce.

“Diversity goes beyond gender, race, age. It includes beliefs, values, interpersonal styles, and prior experience. Celebrate and value it. It’s a tremendous asset.”

Kolleen T. Kennedy, Chief Growth Officer and President, Proton Solutions

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In South Africa, we celebrate Heritage Day as part of promoting diversity. Heritage Day was declared by President Nelson Mandela as an opportunity to build on the nation’s rich and varied cultural heritage.
Recognizing and Celebrating Success

Our most valuable asset is the ingenuity of our workforce. We pride ourselves on our ability to offer competitive employee programs, benefits, and awards.

Employee Awards
Our comprehensive employee recognition program includes the Tim Guertin Innovation Award and the Bravo! program – just two of the ways we celebrate the excellent achievements of our team members.

Company Perks and Benefits
We are proud to offer a competitive benefits program that includes holiday pay, pension, health benefits, an employee incentive plan, an employee stock purchase plan, and educational reimbursement. In the United States, we offer a generous employee 401(k) matching program of up to 6%, an opportunity to purchase Varian stock at a discount, and a wide variety of choices for health and insurance coverage.

We are also focused on keeping our teams happy and healthy. Our global offices in Japan offer seminars for employees to further understand how best to eat and live healthy, while our Hong Kong office regularly hosts speakers and workshops on healthy eating, supplements, and general healthcare. Colleagues in São Paulo, Brazil, benefit from mindfulness workshops, lectures on stress and nutrition, and access to weekly massages.

In our Palo Alto headquarters, we provide state-of-the-art fitness facilities that offer a wide range of classes and exercise equipment. Colleagues in Denmark can receive a contribution of up to DKK 2,400 per year toward their gym fees. Our office in China hosts its own employee-organized sports club that includes basketball, soccer, and yoga.

To learn more, visit here.

Tim Guertin Innovation Award
The Tim Guertin Innovation Award recognizes employees who have made an outstanding contribution that creates tremendous value for Varian and/or our customers and satisfies a previously unmet need. This innovation can be in the form of a service, product, or process, and all Varian employees are eligible to participate. The top finalists present their work at a special event at our Palo Alto headquarters, where a winner is selected by a special committee. The best part of the program? Aside from the sweet success of victory, winners get to donate $20,000 to a cancer charity of their choice.

Take a Look at Last Year’s Winners:

First Place
Halcyon system development team
HyperArc system development team

Second Place
Insightive analytics development team
SmartConnect Plus system development team

“Our focus on health and wellness helps us create a culture of innovation and a high-energy workforce. We’re a healthcare company and we know that staying healthy is in large part about good diet, exercise, stress management, and preventative care.”

Terilyn SuarezMonroe, Senior Vice President, People, Places and Communities
Varian Volunteers

Our employees are proud to work at a company that is committed to helping save lives and making the world a better place.

Each day, while working to create a world without fear of cancer, our employees bring to life our dearly held value of “Doing Well by Doing the Right Thing.”

Making Strides Together: Cancer Walk, California and Las Vegas

Victories in cancer care come from people joining forces, which is why our Varian team in Northern California took part for the 14th year in the American Cancer Society’s 2018 Making Strides Against Breast Cancer walk in San Jose, with a goal of raising $25,000. Through Varian’s Partners in Giving program, employee donations to combat breast cancer are matched one-to-one with corporate dollars up to $25,000.

Employees raised money for Making Strides by holding a bake sale and BBQ and through T-shirt sales. “Pink Friday” was promoted to encourage employees to wear pink and purchase pink-themed food and refreshments to show support of Team Varian’s Making Strides efforts.

In Las Vegas, Nevada, employees took part in the Making Strides Against Cancer Walk at the Red Rock Resort. The group raised money by organizing events like “Pop for Cure,” where employees popped a balloon for a prize, and raffle ticket sales.

Powering the Next Generation: Girls’ Day, Germany

Girls’ Day, Germany is an annual event put on by the Competence Center for Technological Diversity and Equal Opportunity for girls from the age of 11 and up to learn about industries that are often male dominated. This year, Varian’s facilities in Germany took part for the first time. We will continue to encourage girls to seek out Science, Technology, Engineering and Math (STEM) education. We hope this will lead to more young women joining us in future to develop innovative ways of fighting cancer.

Supporting Skills at Whitney Elementary School, Nevada

In Las Vegas, Varian employees partnered with the Village of Hope Las Vegas to provide after-school programs to some of the most vulnerable students at an elementary school. The Varian team is teaching the kids valuable lessons in computer skills and other topics, as part of a blended curriculum. Last year alone, employee volunteers helped nearly 60 students over the course of three academic terms.

Employee Spotlight

Atlanta-based James Ries volunteers with SERV International, an organization that helps deliver vital aid where it is needed most. On a recent trip to Kenya, James used two weeks of his vacation time to help bring much-needed resources to an impoverished village. James is a symbol of the compassion and care embodied by our employees every day.

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Earlier this year in Helsinki, 25 women from Varian participated in the 35th Annual Women’s Fun Run, a 10K event in aid of the Finnish Athletics Federation’s track-and-field programs for children. Under Varian’s motto of “Act as One,” the diverse Varian team, hailing from seven different countries, also raised money for the Cancer Society of Finland’s Pink Ribbon campaign.
Introducing Varian’s Employee Volunteerism Program

This year, Varian is rolling out a Volunteer Time-Off Policy (VTO) to all U.S. employees to support activities that enhance and serve communities in which we live and work. The program will promote employee engagement in community activities that are meaningful, purposeful, and help those in need.

Aid for Disaster Relief

Recent natural disasters in India and California have turned the attention of humanitarian aid groups toward the respective regions. Kerala, India, has seen the worst flooding in the last century, with over 800,000 people forced from their homes, while in California, devastating wildfires burned entire communities throughout the state.

Varian made a company donation of $25,000 to the Red Cross, and invited employees to add to this effort by making personal donations to relief agencies of their choice. We also matched another $25,000 of employee donations to the Red Cross in order to help deliver relief quickly and responsibly.

Pedaling for a Cause: Canary Challenge in Palo Alto

Twenty Varian cyclists and 22 runners took to the streets of Palo Alto in the Canary Challenge. The Canary Challenge raises funds for the Canary Foundation, an organization dedicated to the funding, discovery, and development of tests for early cancer detection. At the end of the day, employees pedaled over 200 miles, ran 3.1 miles and raised $21,000 for the Canary Foundation.

Employees in China Run for Hope

More than 20 employees and their family members participated in the 20th Beijing Hope Run in China over one weekend. The event raises funds for cancer patients and cancer research. More than 5,000 people – most of them cancer survivors and clinicians – joined in.

“We ran and donated money to show our commitment to our vision of building a world without fear of cancer,” said Xiao Zhang, head of Varian Greater China.

Varian representatives were invited on stage to speak about the company’s vision. Cancer survivors from the Beijing Anti-Cancer Association asked for photos with the banner of Varian’s vision, which echoes their aspirations.

The Beijing Hope Run was organized by China’s National Cancer Center, Cancer Hospital, the Chinese Academy of Medical Sciences, and the Cancer Foundation of China. Since its first event in 1999, the Beijing Hope Run has drawn more than 300,000 participants and raised 30 million RMB in donations, which has funded more than 840 cancer research projects.
Governance and Risk Management

At Varian, we seek to do well by doing the right thing. We are committed to acting ethically, responsibly, and respectfully at all times. We are in full compliance with laws, wherever we operate, and we grow our business while operating with integrity.

Leadership and Governance
The Board of Directors is the highest governance body within Varian. It has overall responsibility for setting purpose, values, and strategy; for risk management; and for economic, environmental, and social performance. The graphic below summarizes the governance structure and highlights key accountabilities with regard to sustainability and corporate citizenship.

Regulatory Compliance
Varian strives for the highest standards of corporate conduct and is dedicated to maintaining an effective and comprehensive corporate compliance program. Varian’s Code of Conduct is designed to ensure all employees, subsidiaries, and third parties understand and comply with relevant aspects of our policies. Our Ethics and Compliance Committee oversees Varian’s compliance with legal and regulatory requirements. Our compliance programs are structured within a clear framework of policies and procedures, training and communications, continuous monitoring and testing, corrective actions, and open lines of communication.

Risk Management
Like all companies, Varian is subject to various business risks and uncertainties as well as economic, political, and other factors. All key risks are detailed in our Annual Report, together with mitigation and controls that form part of our risk management program.

Supply Chain Code of Conduct
Our global operations emphasize working with suppliers who follow good manufacturing practice and have an established quality system in place. To build this relationship, we introduced a supplier code of conduct in 2016, available at www.varian.com/Supplier_Code_of_Conduct

Further details on Board composition and competencies, Board and committee structure, management stock holdings, Corporate Governance Guidelines, and our Code of Conduct can be found at www.varian.com/investor

BOARD OF DIRECTORS
Dow Wilson, CEO and President

BOARD COMMITTEES
<table>
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<tr>
<th>COMPENSATION AND MANAGEMENT DEVELOPMENT COMMITTEE</th>
<th>ETHICS AND COMPLIANCE COMMITTEE</th>
<th>NOMINATING AND CORPORATE GOVERNANCE COMMITTEE</th>
<th>AUDIT COMMITTEE</th>
<th>EXECUTIVE COMMITTEE</th>
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<tr>
<td>Chair: Susan L. Bostrom</td>
<td>Chair: Regina E. Dugan</td>
<td>Chair: David J. Illingworth</td>
<td>Chair: Judy Bruner</td>
<td>Chair: R. Andrew Eckert</td>
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CORPORATE CITIZENSHIP COMMITTEE (CCC)* – SUSTAINABILITY AND CORPORATE CITIZENSHIP FOCUS

Established and overseen by John W. Kuo, SVP and General Counsel, and Terilyn Suarez Monroe, SVP, People, Places and Communications.

Drives Varian’s sustainability program, including climate change management.

Includes senior leaders from global operations, finance, HR, facilities, IT, investor relations, corporate communications, legal and business unit heads.

*General Counsel John W. Kuo acts as Secretary to the Board and also sits on the CCC – offering consistency and accountability for the sustainability program.
About Our Reporting

The GRI Standards are the first global standards for sustainability reporting. They feature a modular, interrelated structure, and represent global best practice for reporting on a range of economic, environmental, and social impacts.

This report contains content that references the GRI Standards, reporting against self-selected indicators based on material aspects.

The Varian GRI Standards Content Index can be downloaded from our website at www.varian.com/csr

This Sustainability Report is intended for anyone interested in learning about Varian operations.

Varian as a medical device manufacturer cannot and does not recommend specific treatment approaches. Individual treatment results may vary. Healthcare professionals must always rely on their professional clinical judgment when deciding whether a patient is a candidate for radiation therapy and how to use radiation therapy. Varian does not dispense medical advice and recommends that healthcare professionals using radiation therapy be adequately trained before using any Varian product.

Safety Information. Radiation treatments may cause side effects that can vary depending on the part of the body being treated. The most frequent ones are typically temporary and may include, but are not limited to, irritation to the respiratory, digestive, urinary or reproductive systems, fatigue, nausea, skin irritation, and hair loss. In some patients, they can be severe. Treatment sessions may vary in complexity and time.

Radiation treatment is not appropriate for all cancers. For comprehensive “Intended Use” and important safety information regarding Varian technologies highlighted in this report, please visit varian.com/safety