

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Danaher is a global science and technology innovator committed to helping customers solve complex challenges and improving quality of life around the world. Danaher is comprised of more than 20 operating companies with leadership positions in the biotechnology, life sciences, diagnostics, environmental and applied sectors, organized under four segments (Biotechnology; Life Sciences; Diagnostics; and Environmental & Applied Solutions). United by the DANAHER BUSINESS SYSTEM (“DBS”), our businesses are also typically characterized by a high level of products and services that are sold on a recurring basis, primarily through a direct sales model and to a geographically diverse customer base. Our business’ research and development, manufacturing, sales, distribution, service and administrative facilities are located in more than 60 countries.

Danaher operates in four business segments:

- 1) Our Biotechnology businesses provide a comprehensive portfolio of technologies, tools and services that enable the discovery, development and manufacturing of biologic and genomic based medicines. We are applying science and technology at scale to help scientists accelerate time-to-market, lower costs and improve accessibility to biopharmaceuticals like monoclonal antibodies, mRNA vaccines and cell and gene therapies—changing healthcare as we know it.

- 2) Every day, scientists around the world are working to understand the causes of disease, develop new therapies and vaccines and test new drugs. Our Life Sciences businesses make this leading-edge work possible. Our capabilities extend beyond research to power the development and commercialization of biopharmaceuticals including cell and gene therapies and other breakthrough treatments to advance patient health and improve treatment outcomes.

- 3) Our Diagnostics businesses provide clinical instrumentation, consumables and software to help healthcare professionals safeguard patient health and improve diagnostic confidence wherever health care happens, from clinics and physicians’ offices to leading trauma, cancer and critical care centers. Our diagnostics solutions help inform treatment decisions for millions of patients every day while automating and streamlining laboratory workflows, so healthcare professionals can provide better patient care.

- 3) From innovative consumer packaging to drinking water purification, our Environmental & Applied Solutions (EAS) businesses help protect precious resources and keep our global food and water supplies safe. EAS is comprised of two platforms: Water Quality and Product Identification. Our Water Quality businesses help protect the global water supply and ensure environmental stewardship. We deliver precision instrumentation, advanced purification technology, software and treatment solutions to help analyze, disinfect and manage the world’s water across environmental, municipal, commercial and industrial applications. Our Product Identification businesses provide color management, packaging design, and marking and coding technologies that help protect the world’s food supply, secure pharmaceutical packaging and track consumer goods. This is complemented by our comprehensive digital tools and software solutions that help our customers bring more products to market faster.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data and indicate whether you will be providing emissions data for past reporting years.

Reporting year

Start date

January 1 2022

End date

December 31 2022

Indicate if you are providing emissions data for past reporting years

Yes

Select the number of past reporting years you will be providing Scope 1 emissions data for

1 year

Select the number of past reporting years you will be providing Scope 2 emissions data for

1 year

Select the number of past reporting years you will be providing Scope 3 emissions data for

Not providing past emissions data for Scope 3

C0.3

(C0.3) Select the countries/areas in which you operate.

Argentina
Australia
Austria
Bangladesh
Belgium
Brazil
Bulgaria
Canada
Chile
China
Colombia
Croatia
Czechia
Denmark
Ecuador
Egypt
Finland
France
Germany
Greece
Hong Kong SAR, China
Hungary
India
Indonesia
Ireland
Israel
Italy
Japan
Kazakhstan
Kenya
Luxembourg
Malaysia
Mexico
Morocco
Netherlands
New Zealand
Norway
Peru
Philippines
Poland
Portugal
Puerto Rico
Republic of Korea
Romania
Russian Federation
Saudi Arabia
Singapore
Slovakia
Slovenia
South Africa
Spain
Sweden
Switzerland
Taiwan, China
Thailand
Trinidad and Tobago
Turkey
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America
Viet Nam
Zimbabwe

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, a Ticker symbol	DHR
Yes, an ISIN code	US2358511028
Yes, a CUSIP number	235851102

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual or committee	Responsibilities for climate-related issues
Board-level committee	At the Board level, Danaher's Nominating and Governance Committee oversees our sustainability program as set forth in the committee's charter (except for climate risk, which is overseen by the Audit Committee). Each of the Board of Directors and the Board's Nominating and Governance Committee reviews our sustainability program at least annually.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	Reviewing and guiding strategy Monitoring progress towards corporate targets Reviewing and guiding the risk management process	<Not Applicable>	At the Board level, Danaher's Nominating and Governance Committee oversees our sustainability program as set forth in the committee's charter (except for climate risk, which is overseen by the Audit Committee). Each of the Board of Directors and the Board's Nominating and Governance Committee reviews our sustainability program at least annually. At the management level, Danaher's Senior Vice President and General Counsel, who reports directly to our President and CEO, oversees our sustainability program and the Danaher Sustainability Committee, and is responsible for reviewing and approving Danaher's sustainability reports. Danaher's Sustainability Committee develops and oversees the execution of our sustainability strategy. The committee is comprised of representatives from each of our business platforms, and the corporate human resources (HR), environment, health and safety, DE+I, DBS, procurement, investor relations, finance and legal functions.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	No, and we do not plan to address this within the next two years	<Not Applicable>	Important but not an immediate priority	We do not plan to address this within the next two years.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Position or committee

General Counsel

Climate-related responsibilities of this position

Other, please specify (General oversight responsibility with respect to matters of sustainability, including climate-related matters)

Coverage of responsibilities

<Not Applicable>

Reporting line

CEO reporting line

Frequency of reporting to the board on climate-related issues via this reporting line

Annually

Please explain

At the management level, Danaher's Senior Vice President and General Counsel, who reports directly to our President and CEO, has general oversight responsibility with respect to matters of sustainability, to include climate-related issues.

Position or committee

Sustainability committee

Climate-related responsibilities of this position

Developing a climate transition plan
Integrating climate-related issues into the strategy
Setting climate-related corporate targets
Monitoring progress against climate-related corporate targets

Coverage of responsibilities

<Not Applicable>

Reporting line

Other, please specify (Danaher's Sustainability Committee is overseen by and reports to Danaher's Senior Vice President and General Counsel)

Frequency of reporting to the board on climate-related issues via this reporting line

As important matters arise

Please explain

Danaher's Sustainability Committee comprises representatives from each of the Company's business platforms and from the human resources, EHS, DBS, procurement, communications, investor relations and legal functions.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	Certain of our Platforms and Operating Companies provide incentives at various levels for management.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive

General Counsel

Type of incentive

Monetary reward

Incentive(s)

Bonus - % of salary

Performance indicator(s)

Progress towards a climate-related target

Incentive plan(s) this incentive is linked to

Short-Term Incentive Plan

Further details of incentive(s)

This is a platform-level incentive directly related to supporting Danaher's ESG strategy and the achievement of ESG targets, to include climate-related targets.

Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan

This incentive requires the development of execution plans by all Operating Companies within this platform to support Danaher's ESG strategy, to include climate-related targets.

Entitled to incentive

Other, please specify (Vice President and Group Executive)

Type of incentive

Monetary reward

Incentive(s)

Bonus - % of salary

Performance indicator(s)

Progress towards a climate-related target

Incentive plan(s) this incentive is linked to

Short-Term Incentive Plan

Further details of incentive(s)

This is a platform-level incentive to implement enough CO2e reduction projects to align with Danaher's GHG emissions reduction target.

Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan

This incentive is directly tied to Danaher's GHG emissions reduction target and is cascaded to all Presidents within this platform.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	2	
Medium-term	2	5	
Long-term	5	20	

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Our climate risk and opportunity assessment uses the same scoring methodology as (and runs parallel to) our annual enterprise risk management (ERM) program, such that the significance and prioritization of climate-related risks are assessed relative to wider business risks. This program's framework requires each operating company to identify and score each key climate-related risk against a quantitative framework of severity, probability and velocity. Key climate-related opportunities are scored against a qualitative framework and based on the score, the operating company decides whether to conduct a quantitative business analysis of the opportunity. Each operating company assesses its respective risks using the prescribed methodology and communicates the results to its respective platform risk committee. Any significant climate-related risk with the potential to have a substantive financial or strategic impact on the business would be included in our ERM program. Each platform risk committee reviews and synthesizes the results from its operating companies, identifies key themes, ensures appropriate risk prioritization and communicates its results to the Danaher Risk Committee, which consists of Danaher's General Counsel, Chief Financial Officer, Chief Accounting Officer, Head of Internal Audit, Deputy General Counsel and Chief Ethics & Compliance Officer. The Danaher Risk Committee reviews the results, holds discussions with the leadership of each platform and presents a final report to the Danaher Board of Directors annually. Danaher's General Counsel (the executive with management-level responsibility for our ERM program) also updates the Audit Committee of the Board on a periodic basis regarding Danaher's ERM processes.

We anticipate reporting on any key impacts to our businesses, strategy, and financial planning identified as a result of this process beginning with our 2024 sustainability report.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations
Upstream
Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

Annually

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

Danaher's annual Enterprise Risk Management (ERM) program is the key management program that underpins our risk oversight function. The goal of our ERM program is to comprehensively inventory and mitigate key risks across all of Danaher's platforms and operating companies. The risk data collected is used to support effective business decision-making and assess risk-reward tradeoffs. It also gives our leadership visibility into key existing and emerging business risks and countermeasures and enables us to mitigate risks as dictated by our risk-reward assessment. The result is that Danaher and its operating companies are able to build better, more resilient businesses supported by a risk-based approach. Climate-related risk management is integrated into this company-wide program as detailed below.

Following a 2022 pilot program, in 2023 Danaher is globally deploying a management program to identify, assess and manage climate risks and opportunities based on elements of the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). The deployment is leveraging a variety of DBS Fundamentals, including Standard Work and Voice of Customer, as well as Action Planning and Change Management tools. The annual management program includes the following elements:

The climate-related risk assessment uses the same scoring methodology as (and runs parallel to) our annual enterprise risk management (ERM) process, such that the relative significance and prioritization of climate-related risks are assessed relative to wider business risks.

The climate-related management program requires each operating company to identify (and score the severity, probability and velocity of) each key climate-related risk, over short- medium- and long-term time horizons. With respect to each time horizon, for each identified risk that exceeds a prescribed score, the operating company is required to: (1) identify the proposed countermeasure(s) and related costs; (2) re-score the risk, taking into account the proposed countermeasures; and (3) identify (and quantify if feasible) the net, anticipated business and financial impact of the risk.

The program also requires identification (and scoring) of each key climate-related opportunity, over short- medium- and long-term time horizons. The operating company is required to take into account the scoring and decide whether to conduct a business analysis of the opportunity. For each opportunity as to which a business analysis is applied, the operating company is required to describe, as appropriate, management's plan to capitalize on such opportunity and describe (and quantify if feasible) the anticipated business and financial impacts.

Per the TCFD recommendations to disclose metrics and targets used to assess and manage climate-related risks, we disclose our Scope 1 and 2 GHG emissions and reduction goal in via CDP and our Sustainability Report. Per the TCFD recommendations relating to governance, the results of the program will be presented annually to the Danaher Sustainability Committee and to the Audit Committee of Danaher's Board of Directors, which has oversight responsibility with respect to climate change risk.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Our climate-related risk assessment is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.
Emerging regulation	Relevant, always included	Our climate-related risk assessment is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.
Technology	Relevant, always included	Our climate-related risk assessment is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.
Legal	Relevant, always included	Our climate-related risk assessment is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.
Market	Relevant, always included	Our climate-related risk assessment is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.
Reputation	Relevant, always included	Our climate-related risk assessment is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.
Acute physical	Relevant, always included	Our climate-related risk assessment is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.
Chronic physical	Relevant, always included	Our climate-related risk assessment is designed in a way that any significant climate-related risk pertaining to current or emerging regulations, technology, legal or market considerations, reputation or acute or chronic physical risks would be considered.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

No

C2.3b

(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?

	Primary reason	Please explain
Row 1	Evaluation in process	Following a 2022 pilot program, Danaher's management program to identify, assess and manage climate risks and opportunities was deployed enterprise-wide in 2023. Danaher anticipates reporting on any risks with the potential to have a substantive financial or strategic impact to our businesses, strategy, and financial planning beginning in 2024.

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

No

C2.4b

(C2.4b) Why do you not consider your organization to have climate-related opportunities?

	Primary reason	Please explain
Row 1	Evaluation in progress	Following a 2022 pilot program, Danaher's management program to identify, assess and manage climate risks and opportunities was deployed enterprise-wide in 2023. Danaher anticipates reporting on any opportunities with the potential to have a substantive financial or strategic impact to our businesses, strategy, and financial planning beginning in 2024.

C3. Business Strategy

C3.1

(C3.1) Does your organization’s strategy include a climate transition plan that aligns with a 1.5°C world?

Row 1

Climate transition plan

No, but our strategy has been influenced by climate-related risks and opportunities, and we are developing a climate transition plan within two years

Publicly available climate transition plan

<Not Applicable>

Mechanism by which feedback is collected from shareholders on your climate transition plan

<Not Applicable>

Description of feedback mechanism

<Not Applicable>

Frequency of feedback collection

<Not Applicable>

Attach any relevant documents which detail your climate transition plan (optional)

<Not Applicable>

Explain why your organization does not have a climate transition plan that aligns with a 1.5°C world and any plans to develop one in the future

In 2022, we announced a goal to reduce Danaher’s Scope 1 and 2 greenhouse gas (GHG) emissions by 50.4% on an absolute basis by 2032 (compared to a baseline year of 2021). This target aligns to the climate science goal of limiting global warming to 1.5 degrees Celsius above pre-industrial levels.

We are developing a strategic roadmap to break down our 2032 emissions reduction goal into short and intermediary time periods, with actionable tasks specific to each of our operating companies, business functions and geographies. The roadmap will help our teams identify and prioritize the “reduction levers” that can be applied (e.g., electrification and alternative fuels, renewable energy procurement, fleet conversion and operational efficiency), taking into account availability, effectiveness and net cost. We also expect to develop and incorporate a tool to assess the decarbonization opportunities and costs of businesses we acquire. The decarbonization roadmap will strive to leverage Danaher’s scale as well as our decentralized operating model—maximizing potential cost efficiencies while factoring in each operating company’s particular circumstances.

Our goal is a strategic, tailored approach that enables us to pursue our emissions reduction goal in a sustainable, cost-effective way.

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	No, but we anticipate using qualitative and/or quantitative analysis in the next two years	Important but not an immediate priority	Danaher believes the current level of climate risk modelling it undertakes is appropriate in light of its business model.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	We’ve invested billions of dollars to develop a product portfolio that today and for decades to come will support solutions to many of our world’s most critical healthcare challenges. But we feel we can do even more. We can innovate life-changing products that also consider needs of our planet and our communities. We have made updates to the DBS tools that that govern how we develop commercial strategy, discern customer insights, and define, test, design and launch products to specifically prompt consideration of customer sustainability needs, to include those related to climate, at key junctures in the process.
Supply chain and/or value chain	Yes	Danaher maintains an extensive, complex network of supplier relationships that are critical to our success. As a result, we view our supply chain as an extension of our own business and expect our suppliers to share our values. Danaher has implemented a rigorous supply chain risk assessment/risk management program, as well as a sustainability due diligence, assessment and monitoring program in partnership with EcoVadis to help mitigate risk (including climate risk), support product quality and drive our sustainability values in our supply chain.
Investment in R&D	Yes	We’ve invested billions of dollars to develop a product portfolio that today and for decades to come will support solutions to many of our world’s most critical healthcare challenges. But we feel we can do even more. We can innovate life-changing products that also consider needs of our planet and our communities. We have made updates to the DBS tools that that govern how we develop commercial strategy, discern customer insights, and define, test, design and launch products to specifically prompt consideration of customer sustainability needs, to include those related to climate, at key junctures in the process.
Operations	Yes	Danaher is committed to protecting the environment, and the health and safety of our associates, contractors, customers, and the communities in which we operate. Our stewardship of the environment and precious natural resources for future generations are core to our overall sustainability strategy. In 2022, we announced our goal to reduce Danaher’s Scope 1 and 2 GHG emissions by 50.4% on an absolute basis by 2032 (compared to a baseline year of 2021). With the DBS Energy Management Toolkit as our foundation, we are developing a suite of domain-specific DBS tools and processes to drive efficient progress toward this goal.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	None of the above	Financial planning has not been significantly influenced by climate-related risks and opportunities.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

	Identification of spending/revenue that is aligned with your organization's climate transition	Indicate the level at which you identify the alignment of your spending/revenue with a sustainable finance taxonomy
Row 1	No, and we do not plan to in the next two years	<Not Applicable>

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Is this a science-based target?

Yes, we consider this a science-based target, but we have not committed to seek validation of this target by the Science Based Targets initiative within the next two years

Target ambition

1.5°C aligned

Year target was set

2022

Target coverage

Company-wide

Scope(s)

Scope 1

Scope 2

Scope 2 accounting method

Market-based

Scope 3 category(ies)

<Not Applicable>

Base year

2021

Base year Scope 1 emissions covered by target (metric tons CO2e)

135424

Base year Scope 2 emissions covered by target (metric tons CO2e)

205520

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year total Scope 3 emissions covered by target (metric tons CO2e)

<Not Applicable>

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

340944

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)

<Not Applicable>

Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)

<Not Applicable>

Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

<Not Applicable>

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

Target year

2032

Targeted reduction from base year (%)

50.4

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]

169108.224

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

138390

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

202600

Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

340989

Does this target cover any land-related emissions?

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]

-0.0261877945603132

Target status in reporting year

New

Please explain target coverage and identify any exclusions

This is a company-wide target. Scope 3 GHG emissions are not included. Our strategic review of the topic of GHG emissions continues in 2023, including a review of the topic of Scope 3 GHG emissions.

Plan for achieving target, and progress made to the end of the reporting year

We are developing a strategic roadmap, called the Decarbonization Roadmap, to break down our 2032 emissions reduction goal into short and intermediary time periods, with actionable tasks specific to each of our operating companies, business functions and geographies. The roadmap will help our teams identify and prioritize the "reduction levers" that can be applied (e.g., electrification and alternative fuels, renewable energy procurement, fleet conversion and operational efficiency), taking into account availability, effectiveness and net cost. We also expect to develop and incorporate a tool to assess the decarbonization opportunities and costs of businesses we acquire. The decarbonization roadmap will strive to leverage Danaher's scale as well as our decentralized operating model—maximizing potential cost efficiencies while factoring in each operating company's particular circumstances.

To continue making progress in 2022, we utilized the DBS concept of "model cell" which focuses improvement efforts on optimizing one specific area by applying a variety of DBS tools and processes. The result is a new, standardized process that can be sustainably replicated across the enterprise. We selected IDT's Coralville, Iowa site to develop as our decarbonization model cell in late 2022. Key elements of this model cell include a new decarbonization playbook and toolkit. The Decarbonization Playbook is an operating company-level tool that guides a business on its decarbonization journey. The playbook addresses five functional elements (and related processes) necessary to make progress, ranging from culture to strategic insight and leadership. The Decarbonization Toolkit is a site-level set of tools and processes that enables the site to achieve its decarbonization goals. The toolkit incorporates the DBS Fundamentals and the DBS Energy Management Toolkit, as well as a Decarbonization Maturity Assessment Tool (D-MAT), which defines the attributes and milestones required for a site to achieve progressive levels of decarbonization maturity (beginner, fundamental or mature). This toolkit also includes guidance on how to apply these tools and processes to achieve the site's desired decarbonization goals. We expect to begin deploying the decarbonization model cell more broadly across Danaher by the end of 2023.

List the emissions reduction initiatives which contributed most to achieving this target

<Not Applicable>

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

No other climate-related targets

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	6	
To be implemented*	29	10867
Implementation commenced*	4	445
Implemented*	19	1174
Not to be implemented	0	

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in production processes	Compressed air
---	----------------

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

808800

Investment required (unit currency – as specified in C0.4)

1370000

Payback period

1-3 years

Estimated lifetime of the initiative

16-20 years

Comment

Using the DBS Energy Management Toolkit, an operating company within our Life Sciences segment identified and implemented multiple initiatives focused on compressed air.

Initiative category & Initiative type

Energy efficiency in buildings	Lighting
--------------------------------	----------

Estimated annual CO2e savings (metric tonnes CO2e)

127

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

20300

Investment required (unit currency – as specified in C0.4)

7500

Payback period

4-10 years

Estimated lifetime of the initiative

11-15 years

Comment

Using the DBS Energy Management Toolkit, operating companies within our Environmental and Applied Solutions segment identified and implemented multiple initiatives focused on lighting improvements.

Initiative category & Initiative type

Energy efficiency in production processes	Motors and drives
---	-------------------

Estimated annual CO2e savings (metric tonnes CO2e)

58

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

28800

Investment required (unit currency – as specified in C0.4)

46800

Payback period

4-10 years

Estimated lifetime of the initiative

11-15 years

Comment

Using the DBS Energy Management Toolkit, an operating company within our Life Sciences segment identified and implemented multiple initiatives focused on improving motor efficiency.

Initiative category & Initiative type

Company policy or behavioral change	Resource efficiency
-------------------------------------	---------------------

Estimated annual CO2e savings (metric tonnes CO2e)

94

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

2500

Investment required (unit currency – as specified in C0.4)

600

Payback period

<1 year

Estimated lifetime of the initiative

3-5 years

Comment

Using the DBS Energy Management Toolkit, an operating company within our Life Sciences segment identified and implemented multiple initiatives focused on improving the efficiency of ovens.

Initiative category & Initiative type

Company policy or behavioral change	Resource efficiency
-------------------------------------	---------------------

Estimated annual CO2e savings (metric tonnes CO2e)

61

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

33300

Investment required (unit currency – as specified in C0.4)

180

Payback period

1-3 years

Estimated lifetime of the initiative

3-5 years

Comment

Using the DBS Energy Management Toolkit, an operating company within our Life Sciences segment identified and implemented multiple initiatives focused on improving the efficiency of exhausters.

C4.3c**(C4.3c) What methods do you use to drive investment in emissions reduction activities?**

Method	Comment
Other (Opportunity identification using Danaher Business Systems (DBS) tools)	<p>Every day around the world, at all levels of our organization, our teams are leveraging the full breadth of DBS to reduce the environmental impact of our operations and products. This includes the foundational tools and processes known as the DBS Fundamentals—which are applicable for to every associate and business function—as well as domain-specific tools we have developed with the DBS Office focused on reducing our energy and water consumption and waste generation.</p> <p>We are developing a strategic roadmap, called the Decarbonization Roadmap, to break down our 2032 emissions reduction goal into short and intermediary time periods, with actionable tasks specific to each of our operating companies, business functions and geographies. The roadmap will help our teams identify and prioritize the “reduction levers” that can be applied (e.g., electrification and alternative fuels, renewable energy procurement, fleet conversion and operational efficiency), taking into account availability, effectiveness and net cost. We also expect to develop and incorporate a tool to assess the decarbonization opportunities and costs of businesses we acquire.</p> <p>The decarbonization roadmap will strive to leverage Danaher’s scale as well as our decentralized operating model—maximizing potential cost efficiencies while factoring in each operating company’s particular circumstances. Our goal is a strategic, tailored approach that enables us to pursue our emissions reduction goal in a sustainable, cost-effective way.</p>

C4.5**(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?**

No

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

Yes, an acquisition

Name of organization(s) acquired, divested from, or merged with

In 2021, Danaher acquired Aldevron.

Details of structural change(s), including completion dates

The acquisition closed on August 30, 2021. Aldevron operates within Danaher's Life Sciences segment.

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	Yes, a change in methodology	In 2022, we updated our emissions accounting methodology to require an adjustment to our baseline Scope 1 and Scope 2 GHG emissions to account for significant acquisitions and divestitures.

C5.1c

(C5.1c) Have your organization's base year emissions and past years' emissions been recalculated as a result of any changes or errors reported in C5.1a and/or C5.1b?

	Base year recalculation	Scope(s) recalculated	Base year emissions recalculation policy, including significance threshold	Past years' recalculation
Row 1	Yes	Scope 1 Scope 2, location-based Scope 2, market-based	Given the change in methodology reported in C5.1b and the 2021 acquisition of Aldevron reported in C5.1a, our base year emissions have been recalculated to include Aldevron. With respect to changes in methodology, we recalculate base year data if the change results in a greater than 3% difference.	Yes

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

January 1 2021

Base year end

December 31 2021

Base year emissions (metric tons CO2e)

135423.91

Comment

In 2021, Danaher collected data from sources owned or controlled for the full reporting year that in aggregate account for approximately 96% of our total corporate-wide floor space. With respect to any locations that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity values to account for 100% of Scope 1 GHG emissions. This total also includes mobile sources (aviation and fleet vehicles).

Scope 2 (location-based)

Base year start

January 1 2021

Base year end

December 31 2021

Base year emissions (metric tons CO2e)

202045.35

Comment

In 2021, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for approximately 96% of our total corporate-wide floor space. With respect to any locations that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity values to account for 100% of the Scope 2 GHG emissions from our facility-based sources.

Scope 2 (market-based)

Base year start

January 1 2021

Base year end

December 31 2021

Base year emissions (metric tons CO2e)

205520.35

Comment

In 2021, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for approximately 96% of our total corporate-wide floor space. With respect to any locations that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity values to account for 100% of the Scope 2 GHG emissions from our facility-based sources.

Scope 3 category 1: Purchased goods and services

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 2: Capital goods

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 5: Waste generated in operations

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 6: Business travel

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 7: Employee commuting

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 8: Upstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 10: Processing of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 11: Use of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 13: Downstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 14: Franchises

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 15: Investments

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (upstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

IEA CO2 Emissions from Fuel Combustion
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
US EPA Emissions & Generation Resource Integrated Database (eGRID)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

138389.68

Start date

January 1 2022

End date

December 31 2022

Comment

In 2022, Danaher collected data from sources owned or controlled for the full reporting year that in aggregate account for approximately 96% of our total corporate-wide floor space. With respect to any locations that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity values to account for 100% of Scope 1 GHG emissions. This total also includes mobile sources (aviation and fleet vehicles).

Past year 1

Gross global Scope 1 emissions (metric tons CO2e)

135423.91

Start date

January 1 2021

End date

December 31 2021

Comment

In 2021, Danaher collected data from sources owned or controlled for the full reporting year that in aggregate account for approximately 96% of our total corporate-wide floor space. With respect to any locations that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity values to account for 100% of Scope 1 GHG emissions. This total also includes mobile sources (aviation and fleet vehicles).

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

209459.34

Scope 2, market-based (if applicable)

202599.76

Start date

January 1 2022

End date

December 31 2022

Comment

In 2022, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for approximately 96% of our total corporate-wide floor space. With respect to any locations that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity values to account for 100% of the Scope 2 GHG emissions from our facility-based sources.

Past year 1

Scope 2, location-based

202045.35

Scope 2, market-based (if applicable)

205520.35

Start date

January 1 2021

End date

December 31 2021

Comment

In 2021, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for approximately 96% of our total corporate-wide floor space. With respect to any locations that were within our operational control and for which data was not collected, we accounted for such locations by estimation using energy intensity values to account for 100% of the Scope 2 GHG emissions from our facility-based sources.

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

C6.4a

(C6.4a) Provide details of the sources of Scope 1, Scope 2, or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure.

Source of excluded emissions

Scope 1 fugitive emissions from HVAC, refrigeration equipment or process gases are excluded.

Scope(s) or Scope 3 category(ies)

Scope 1

Relevance of Scope 1 emissions from this source

Emissions are not evaluated

Relevance of location-based Scope 2 emissions from this source

<Not Applicable>

Relevance of market-based Scope 2 emissions from this source

<Not Applicable>

Relevance of Scope 3 emissions from this source

<Not Applicable>

Date of completion of acquisition or merger

<Not Applicable>

Estimated percentage of total Scope 1+2 emissions this excluded source represents

<Not Applicable>

Estimated percentage of total Scope 3 emissions this excluded source represents

<Not Applicable>

Explain why this source is excluded

We do not currently monitor or measure fugitive emissions from HVAC, refrigeration equipment or process gases.

Explain how you estimated the percentage of emissions this excluded source represents

<Not Applicable>

Source of excluded emissions

All categories of Scope 3 emissions which are relevant to Danaher are excluded.

Scope(s) or Scope 3 category(ies)

Scope 3: Purchased goods and services

Scope 3: Capital goods

Scope 3: Upstream transportation and distribution

Scope 3: Use of sold products

Relevance of Scope 1 emissions from this source

<Not Applicable>

Relevance of location-based Scope 2 emissions from this source

<Not Applicable>

Relevance of market-based Scope 2 emissions from this source

<Not Applicable>

Relevance of Scope 3 emissions from this source

Emissions are relevant but not yet calculated

Date of completion of acquisition or merger

<Not Applicable>

Estimated percentage of total Scope 1+2 emissions this excluded source represents

<Not Applicable>

Estimated percentage of total Scope 3 emissions this excluded source represents

91

Explain why this source is excluded

Our strategic review of the topic of GHG emissions continues in 2023, including a review of the topic of Scope 3 GHG emissions.

Explain how you estimated the percentage of emissions this excluded source represents

Based on estimations using spend data and assigned economy-based emissions factors.

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for a material % of our overall estimated scope 3 GHG emissions.

Capital goods

Evaluation status

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for a material % of our overall estimated scope 3 GHG emissions.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Upstream transportation and distribution

Evaluation status

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for a material % of our overall estimated scope 3 GHG emissions.

Waste generated in operations

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Business travel**Evaluation status**

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Employee commuting**Evaluation status**

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Upstream leased assets**Evaluation status**

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Downstream transportation and distribution**Evaluation status**

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Processing of sold products**Evaluation status**

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Use of sold products

Evaluation status

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for a material % of our overall estimated scope 3 GHG emissions.

End of life treatment of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Franchises

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Investments

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Other (upstream)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

Other (downstream)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This category accounts for an immaterial % of our overall estimated scope 3 GHG emissions.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.000010835

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

340989.45

Metric denominator

unit total revenue

Metric denominator: Unit total

3147100000

Scope 2 figure used

Market-based

% change from previous year

6.4

Direction of change

Decreased

Reason(s) for change

Other emissions reduction activities

Please explain

We have leveraged our legacy DBS tools and operating company best practices to create a suite of EHS-specific tools to manage ergonomics, energetics, exposure and environmental compliance, and reduce energy and water consumption and waste generation.

The DBS Energy Management Toolkit guides facility- level teams in identifying, prioritizing and implementing measures that improve energy efficiency and reduce GHG emissions. Our teams use the toolkit to establish a thorough understanding of energy consumption and identify areas for improvement in the form of an "opportunity assessment." Next, the teams develop energy management action plans to be implemented using a variety of DBS tools, based on the following framework:

Envision: Collect and analyze data relating to electricity and natural gas usage, air line leaks, insulation and fuel types. Establish long-term and short-term reduction goals. Establish clear roles and responsibilities.

Investigate: Go to gembu—the physical location where work gets done—to identify and map all systems, processes and pieces of equipment that use electricity, natural gas, other forms of fuel or air, or contain insulation. Use the guidelines and checklists in the Toolkit to identify and prioritize opportunities for improvement and develop an action plan.

Implement: Systematically execute the action plan. Measure the impact and track results.

Sustain: Monitor performance at regular intervals, keep stakeholders engaged and add new opportunities for impact to the action plan.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

No

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/area/region.

Country/area/region	Scope 1 emissions (metric tons CO2e)
Australia	107.89
Austria	2111.03
Belgium	380.24
Brazil	7.44
Canada	860.7
Chile	58.38
China	1544.04
Colombia	4.12
France	2466.99
Germany	15707.78
India	20.63
Ireland	519.45
Japan	413.48
Netherlands	508.86
New Zealand	7.55
Norway	2.46
Poland	0
Singapore	0.12
Sweden	64.54
Switzerland	150.73
Taiwan, China	0.1
United Kingdom of Great Britain and Northern Ireland	3186.18
United States of America	39761.29
Thailand	0.5
<i>Mobile/aviation sources in US and Canada</i>	
Other, please specify (Mobile sources in ROW)	70505.17

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Life Sciences	39827.44
Biotechnology	30334.44
Diagnostics	36923.13
Environmental & Applied Solutions	28932.59

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/area/region.

Country/area/region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Australia	1574.69	1413.64
Austria	488.86	488.86
Belgium	980.42	1201.56
Brazil	61.64	61.64
Canada	271.1	487.37
Chile	249.6	272.26
China	16849.51	13335.72
Colombia	39.07	21.82
Czechia	603.04	646.2
Denmark	0	0
Finland	1178.94	1820.38
France	219.63	243.54
Germany	11832.78	2879.64
India	1316.35	1316.35
Ireland	1695.76	2267.34
Italy	0	0
Japan	6241.57	6241.57
Mexico	696.48	739.29
Netherlands	1796.26	1768.61
New Zealand	43.27	0
Norway	3.07	108.68
Poland	0	0
Russian Federation	0	0
Singapore	6784.6	7219.01
South Africa	600.05	589.13
Sweden	29848.84	32251.11
Switzerland	25.49	13.52
Taiwan, China	287.9	271.71
Thailand	510.44	510.44
United Kingdom of Great Britain and Northern Ireland	8493.73	1538.12
United States of America	116431.94	124117.92
Spain	103.08	160.36
Israel	453.23	613.96

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Life Sciences	62357.49	56902.03
Biotechnology	74694.94	69793.81
Diagnostics	48607.38	52375.08
Environmental and Applied Solutions	21587.8	21314.77

C7.7

(C7.7) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

No

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Increased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change in emissions	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	9833.43	Decreased	2.83	The 31,337.56 MWh of additional renewable energy sourced in 2022 with a "0" market-based emission factor resulted in a net reduction of 9,833.43 metric tons of CO2e.
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other		<Not Applicable>		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

Don't know

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	Unable to confirm heating value	0	637680.17	637680.17
Consumption of purchased or acquired electricity	<Not Applicable>	117837.78	493008.22	610846
Consumption of purchased or acquired heat	<Not Applicable>	0	34806.79	34806.79
Consumption of purchased or acquired steam	<Not Applicable>	0	77823.19	77823.19
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	586.15	<Not Applicable>	586.15
Total energy consumption	<Not Applicable>	118423.93	1243318.36	1361742.3

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

No consumption in reporting year.

Other biomass

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

No consumption in reporting year.

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

No consumption in reporting year.

Coal

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

No consumption in reporting year.

Oil

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

290205.98

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Gas**Heating value**

Unable to confirm heating value

Total fuel MWh consumed by the organization

347474.18

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment**Other non-renewable fuels (e.g. non-renewable hydrogen)****Heating value**

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

No consumption in reporting year.

Total fuel**Heating value**

Unable to confirm heating value

Total fuel MWh consumed by the organization

637680.17

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment**C8.2d****(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.**

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	586.15	586.15	586.15	586.15
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in C6.3.

Country/area of low-carbon energy consumption

Germany

Sourcing method

Purchase from an on-site installation owned by a third party (on-site PPA)

Energy carrier

Electricity

Low-carbon technology type

Fossil-fuel plants fitted with CCS

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

7095.62

Tracking instrument used

No instrument used

Country/area of origin (generation) of the low-carbon energy or energy attribute

Germany

Are you able to report the commissioning or re-powering year of the energy generation facility?

No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

<Not Applicable>

Comment

C8.2g

(C8.2g) Provide a breakdown by country/area of your non-fuel energy consumption in the reporting year.

Country/area

Australia

Consumption of purchased electricity (MWh)

1733.76

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1733.76

Country/area

Austria

Consumption of purchased electricity (MWh)

3415.26

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

87.29

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

3502.55

Country/area

Belgium

Consumption of purchased electricity (MWh)

6202.14

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

6202.14

Country/area

Brazil

Consumption of purchased electricity (MWh)

807

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

807

Country/area

Canada

Consumption of purchased electricity (MWh)

11250.98

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

11250.98

Country/area

Chile

Consumption of purchased electricity (MWh)

546.16

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

546.16

Country/area

China

Consumption of purchased electricity (MWh)

29210.77

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

493.47

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

29704.24

Country/area

Taiwan, China

Consumption of purchased electricity (MWh)

475.2

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

475.2

Country/area

Colombia

Consumption of purchased electricity (MWh)

171.89

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

171.89

Country/area

Czechia

Consumption of purchased electricity (MWh)

828.67

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

586.65

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1415.32

Country/area

Finland

Consumption of purchased electricity (MWh)

3570.31

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

2894.35

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

6464.66

Country/area

France

Consumption of purchased electricity (MWh)

5463.35

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

5463.35

Country/area

Germany

Consumption of purchased electricity (MWh)

28180.11

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

3507.76

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

31687.87

Country/area

India

Consumption of purchased electricity (MWh)

1801.35

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1801.35

Country/area

Ireland

Consumption of purchased electricity (MWh)

4720.77

Consumption of self-generated electricity (MWh)

437.87

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

5158.64

Country/area

Israel

Consumption of purchased electricity (MWh)

775.57

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]775.57

Country/area

Japan

Consumption of purchased electricity (MWh)

11951.43

Consumption of self-generated electricity (MWh)

40.01

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]11991.44

Country/area

Mexico

Consumption of purchased electricity (MWh)

1595.32

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]1595.32

Country/area

New Zealand

Consumption of purchased electricity (MWh)

398.83

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]398.83

Country/area

Norway

Consumption of purchased electricity (MWh)

265.73

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

265.73

Country/area

Singapore

Consumption of purchased electricity (MWh)

16700.22

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

16700.22

Country/area

South Africa

Consumption of purchased electricity (MWh)

615.09

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

615.09

Country/area

Spain

Consumption of purchased electricity (MWh)

453.37

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

453.37

Country/area

Sweden

Consumption of purchased electricity (MWh)

45484.01

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

98581.74

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

144065.75

Country/area

Switzerland

Consumption of purchased electricity (MWh)

2088.41

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

2088.41

Country/area

Thailand

Consumption of purchased electricity (MWh)

995.09

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

995.09

Country/area

Netherlands

Consumption of purchased electricity (MWh)

3849.08

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

3849.08

Country/area

United Kingdom of Great Britain and Northern Ireland

Consumption of purchased electricity (MWh)

38748.77

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

38748.77

Country/area

United States of America

Consumption of purchased electricity (MWh)

352252.16

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

352252.16

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No emissions data provided

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Yes

C11.1a

(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.

EU ETS

Ireland carbon tax

Sweden carbon tax

UK Carbon Price Support

C11.1b

(C11.1b) Complete the following table for each of the emissions trading schemes you are regulated by.

EU ETS

% of Scope 1 emissions covered by the ETS

% of Scope 2 emissions covered by the ETS

Period start date

Period end date

Allowances allocated

Allowances purchased

Verified Scope 1 emissions in metric tons CO₂e

Verified Scope 2 emissions in metric tons CO₂e

Details of ownership

Comment

Danaher does not monitor this information at the corporate level.

C11.1c

(C11.1c) Complete the following table for each of the tax systems you are regulated by.

Ireland carbon tax

Period start date

Period end date

% of total Scope 1 emissions covered by tax

Total cost of tax paid

Comment

Danaher does not monitor this information at the corporate level.

Sweden carbon tax

Period start date

Period end date

% of total Scope 1 emissions covered by tax

Total cost of tax paid

Comment

Danaher does not monitor this information at the corporate level.

UK Carbon Price Support

Period start date

Period end date

% of total Scope 1 emissions covered by tax

Total cost of tax paid

Comment

Danaher does not monitor this information at the corporate level.

C11.1d

(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

Compliance with these systems is managed directly by the Operating Company being regulated.

C11.2

(C11.2) Has your organization canceled any project-based carbon credits within the reporting year?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

Collect other climate related information at least annually from suppliers

% of suppliers by number

5

% total procurement spend (direct and indirect)

50

% of supplier-related Scope 3 emissions as reported in C6.5

0

Rationale for the coverage of your engagement

We view our supply chain as an extension of our own business and expect our suppliers to share our sustainability values. We have partnered with the EcoVadis supplier sustainability assessment platform to assess and monitor our direct and indirect supplier sustainability performance, to include climate-related performance. As of the end of 2022, EcoVadis had assessed and rated suppliers representing over 50% of our annual supplier spend, including approximately half of Danaher's preferred suppliers ("preferred suppliers" are suppliers whom Danaher's subsidiaries have targeted for growth because they offer the opportunity for a high level of strategic and operational value). We are targeting to increase this scope coverage to 80% of our annual supplier spend by the end of 2023.

Impact of engagement, including measures of success

Danaher's Sustainability Mission Statement emphasizes that "We drive and sustain sustainability improvements throughout our areas of impact, including with our customers (through our products, services and solutions) and in our commercial organization, supply chain, operations, workplace, communities and environment." The expansive reach of our supply chain offers us the opportunity to drive our sustainability values across a footprint far broader than our direct operations. As a result of the EcoVadis assessment, a numerical rating is assigned to each in-scope supplier for each topical area (Environment, Labor & Human Rights, Ethics and Sustainable Procurement) and on an aggregated basis. The EcoVadis rating a Danaher supplier receives could impact the frequency of subsequent EcoVadis assessments or could require the supplier to develop a Corrective Action Plan targeting specific improvement, among other impacts. As set forth in our Sustainable Supply Chain Policy, our operating companies provide development support as necessary to chronically under-performing suppliers who are classified from a business relationship perspective (according to the methodology maintained by Danaher's corporate procurement department) as "Grow" or "Maintain". Support may include but is not limited to Supplier Sustainability CAP's, Supplier Development Plans, DBS-based improvement activities, Corrective Action Requests, Process Audits and/or Business Reviews which are coordinated by the Procurement and Supplier Quality Management functional organizations.

Comment

The EcoVadis program assessments cover the topical areas of Environment, Labor & Human Rights, Ethics and Sustainable Procurement. In-scope suppliers are also monitored on a real-time basis with respect to key KPIs related to each of the foregoing topical areas.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

Yes, suppliers have to meet climate-related requirements, but they are not included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization’s purchasing process and the compliance mechanisms in place.

Climate-related requirement

Climate-related disclosure through a non-public platform

Description of this climate related requirement

As set forth in our Sustainable Supply Chain Policy, we have partnered with the EcoVadis supplier sustainability assessment platform to assess and monitor our direct and indirect supplier sustainability performance, to include climate-related performance.

% suppliers by procurement spend that have to comply with this climate-related requirement

50

% suppliers by procurement spend in compliance with this climate-related requirement

52

Mechanisms for monitoring compliance with this climate-related requirement

Supplier self-assessment
Supplier scorecard or rating

Response to supplier non-compliance with this climate-related requirement

Retain and engage

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

Not assessed

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

No, and we do not plan to have one in the next two years

Attach commitment or position statement(s)

<Not Applicable>

Describe the process(es) your organization has in place to ensure that your external engagement activities are consistent with your climate commitments and/or climate transition plan

Our sustainability strategy is informed by and grounded in the feedback we continually solicit from our stakeholders. Stakeholder engagement, which refers to how we interact with those who influence and are influenced by our business activities, helps us understand our stakeholders’ long-term interests and understand how our activities impact individuals, communities and the planet. Danaher is committed to engaging with a variety of stakeholders to understand their expectations of Danaher and how our activities affect them—including with respect to environmental issues.

Our comprehensive stakeholder engagement program is inspired by the principles of continuous improvement and includes the following activities:

Engaging with a broad range of stakeholder groups: In a global business such as Danaher’s, with sales, operations and customers in dozens of countries, our impact is broad. We therefore engage with a range of different stakeholders through our periodic prioritization assessments and in other contexts. For example, during 2022, in addition to our traditional investor relations outreach efforts, we directly engaged with shareholders representing approximately 25% of our outstanding common shares on a range of sustainability topics.

Utilizing stakeholder engagement feedback: Our stakeholder engagement efforts produce valuable information and insights that we share with the Danaher Sustainability Committee and the Nominating and Governance Committee of Danaher’s Board of Directors, to help identify potential risks and opportunities and inform business decisions. We provide updates relating to stakeholder engagement, where relevant, in our annual proxy statement and our annual sustainability report.

Ongoing engagement with industry groups and associations: As part of our inclusive approach, Danaher participates in industry groups and associations that help drive sustainability practices within our company and across our industries. We identify a number of those industry groups and associations throughout this report.

Incorporating feedback to improve our reporting: To help ensure our sustainability disclosures meet stakeholder needs, we also periodically engage with external consultants and sustainability reporting specialists and solicit suggestions for improvements. At the start of each reporting cycle, we review feedback from our stakeholders and these advisors and adjust our disclosure where appropriate.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

C12.4

(C12.4) Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In voluntary sustainability report

Status

Underway – previous year attached

Attach the document

Danaher 2022 Sustainability Report.pdf

Page/Section reference

Please refer to the following sections of our 2022 Sustainability Report: Protecting Our Environment (pages 42-48), the Supply Chain Sustainability section (pages 62-63) and Risk Oversight section (pages 67-69).

Content elements

- Governance
- Strategy
- Risks & opportunities
- Emissions figures
- Emission targets
- Other metrics

Comment

C12.5

(C12.5) Indicate the collaborative frameworks, initiatives and/or commitments related to environmental issues for which you are a signatory/member.

	Environmental collaborative framework, initiative and/or commitment	Describe your organization’s role within each framework, initiative and/or commitment
Row 1	Global Reporting Initiative (GRI) Community Member Task Force on Climate-related Financial Disclosures (TCFD) UN Global Compact	<p>In 2021, Danaher became a signatory of the UN Global Compact to demonstrate our commitment to the 10 principles of the UNGC on human rights, labor, environment and anti-corruption.</p> <p>Following a 2022 pilot program, in 2023 Danaher is globally deploying a management program to identify, assess and manage climate risks and opportunities based on elements of the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).</p> <p>Finally, as part of our efforts to enhance the transparency and accountability of our sustainability program, our annual sustainability report contains disclosures that address elements of the Global Reporting Initiative™ (GRI) Sustainability Reporting Guidelines, the Sustainability Accounting Standards Board (SASB) Standards, the Task Force on Climate-related Financial Disclosures (TCFD) and the United Nations Sustainable Development Goals (UN SDGs).</p>

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	No, and we do not plan to have both within the next two years	<Not Applicable>	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	No, and we do not plan to do so within the next 2 years	<Not Applicable>	<Not Applicable>

C15.3

(C15.3) Does your organization assess the impacts and dependencies of its value chain on biodiversity?

Impacts on biodiversity

Indicate whether your organization undertakes this type of assessment

No and we don't plan to within the next two years

Value chain stage(s) covered

<Not Applicable>

Portfolio activity

<Not Applicable>

Tools and methods to assess impacts and/or dependencies on biodiversity

<Not Applicable>

Please explain how the tools and methods are implemented and provide an indication of the associated outcome(s)

<Not Applicable>

Dependencies on biodiversity

Indicate whether your organization undertakes this type of assessment

No and we don't plan to within the next two years

Value chain stage(s) covered

<Not Applicable>

Portfolio activity

<Not Applicable>

Tools and methods to assess impacts and/or dependencies on biodiversity

<Not Applicable>

Please explain how the tools and methods are implemented and provide an indication of the associated outcome(s)

<Not Applicable>

C15.4

(C15.4) Does your organization have activities located in or near to biodiversity- sensitive areas in the reporting year?

Not assessed

C15.5

(C15.5) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity- related commitments
Row 1	No, and we do not plan to undertake any biodiversity-related actions	<Not Applicable>

C15.6

(C15.6) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No	Please select

C15.7

(C15.7) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
No publications	<Not Applicable>	<Not Applicable>

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	President and Chief Executive Officer	Chief Executive Officer (CEO)