

W0. Introduction

W0.1

(W0.1) Give a general description of 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.

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date
Reporting year	January 1 2022	December 31 2022

W0.3

(W0.3) Select the countries/areas in which you operate.

Argentina
Australia
Austria
Bangladesh
Belgium
Brazil
Bulgaria
Canada
Chile
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
Thailand
Trinidad and Tobago
Turkey
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America
Viet Nam
Zimbabwe

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.

USD

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Companies, entities or groups over which operational control is exercised

W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

No

W0.7

(W0.7) 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

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital	Vital	Having sufficient amounts of good quality freshwater available for use is vital to our direct and indirect operations.
Sufficient amounts of recycled, brackish and/or produced water available for use	Neutral	Neutral	Having sufficient amounts of recycled, brackish and/or produced water available for direct and indirect use is of neutral importance to our operations.

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Frequency of measurement	Method of measurement	Please explain
Water withdrawals – total volumes	76-99	Monthly	Meter records, Purchase Records or Engineering Estimates are accepted methods	For reporting year 2022, Danaher collected water withdrawal data from facilities that were within our operational control and accounted for approximately 96% of our total owned and leased floor space. We extrapolated the data collected to account for any facilities owned or leased for the full reporting year for which data was not collected to account for 100% of our facilities. We collect this data from facility personnel on an ongoing basis via an online data management platform.
Water withdrawals – volumes by source	76-99	Monthly	Meter records, Purchase Records or Engineering Estimates are accepted methods	For reporting year 2022, Danaher collected withdrawal data by source (to include ground water, surface water, municipal sources and other sources) from facilities that were within our operational control and accounted for approximately 96% of our total owned and leased floor space. We extrapolated the data collected to account for any facilities owned or leased for the full reporting year for which data was not collected to account for 100% of our facilities. We collect this data from facility personnel on an ongoing basis via an online data management platform.
Entrained water associated with your metals & mining and/or coal sector activities - total volumes [only metals and mining and coal sectors]	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Produced water associated with your oil & gas sector activities - total volumes [only oil and gas sector]	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Water withdrawals quality	Not monitored	<Not Applicable>	<Not Applicable>	Quality of water withdrawals is not monitored.
Water discharges – total volumes	1-25	Monthly	Meter records, Purchase Records or Engineering Estimates are accepted methods	Total volume of water discharges is not regularly monitored and measured at the corporate level. Certain of our sites report this data voluntarily.
Water discharges – volumes by destination	Not monitored	<Not Applicable>	<Not Applicable>	Volume of water discharges by destination is not monitored.
Water discharges – volumes by treatment method	Not monitored	<Not Applicable>	<Not Applicable>	Volume of water discharges by treatment method is not monitored.
Water discharge quality – by standard effluent parameters	Not monitored	<Not Applicable>	<Not Applicable>	Water discharge quality is not monitored.
Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)	Not monitored	<Not Applicable>	<Not Applicable>	Water discharge quality is not monitored.
Water discharge quality – temperature	Not monitored	<Not Applicable>	<Not Applicable>	Water discharge quality is not monitored.
Water consumption – total volume	Not monitored	<Not Applicable>	<Not Applicable>	Total volume of water discharges are not regularly monitored and measured at the corporate level, therefore we do not calculate total volume of water consumption.
Water recycled/reused	Not monitored	<Not Applicable>	<Not Applicable>	Recycled/reused water is not monitored.
The provision of fully-functioning, safely managed WASH services to all workers	Not monitored	<Not Applicable>	<Not Applicable>	The provision of fully-functioning, safely managed WASH services to all workers is not monitored.

W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Please explain
Total withdrawals	5690.34	Higher	Change in accounting methodology	Unknown	Unknown	We continue to improve our methodology for collecting actual water withdrawal activity data from our sites. For reporting year 2022, Danaher collected withdrawal data by source (to include ground water, surface water, municipal sources and other sources) from facilities that were within our operational control and accounted for approximately 96% of our total owned and leased floor space. We extrapolated the data collected to account for any facilities owned or leased for the full reporting year for which data was not collected to account for 100% of our facilities. We collect this data from facility personnel on an ongoing basis via an online data management platform.
Total discharges	73.36	Higher	Unknown	Unknown	Unknown	Total volume of water discharges is not regularly monitored and measured at the corporate level. Certain of our sites report this data voluntarily.
Total consumption		Please select	Please select	Please select	Please select	Total volume of water discharges are not regularly monitored and measured at the corporate level, therefore we do not calculate total volume of water consumption for Danaher.

W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress, provide the proportion, how it compares with the previous reporting year, and how it is forecasted to change.

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Identification tool	Please explain
Row 1	Yes	11-25	About the same	Other, please specify (The % withdrawn from areas of water stress in 2022 remained about the same compared to 2021.)	Unknown	Unknown	WRI Aqueduct	Given the essential role Danaher plays in the water ecosystem, assessing water risk in our operations and supply chain is important. We use the World Resource Institute's Aqueduct Water Risk Atlas to assess the level of water risk attendant to each of our sites worldwide.

W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	956.21	Higher	Change in accounting methodology	The volume reported here includes surface and ground water. We continue to improve our methodology for collecting actual water withdrawal activity data from our sites.
Brackish surface water/Seawater	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our operations do not withdrawal water from this source.
Groundwater – renewable	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	<Not Applicable>	Surface and ground water withdrawals are combined in our facilities' data reporting, so we do not have separate totals for these sources.
Groundwater – non-renewable	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	<Not Applicable>	Surface and ground water withdrawals are combined in our facilities' data reporting, so we do not have separate totals for these sources.
Produced/Entrained water	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our operations do not withdrawal water from this source.
Third party sources	Relevant	4542.04	About the same	Change in accounting methodology	We continue to improve our methodology for collecting actual water withdrawal activity data from our sites. For reporting year 2022, purchased and municipal water accounted for approximately 75% of all water sources for Danaher.

W1.3

(W1.3) Provide a figure for your organization's total water withdrawal efficiency.

	Revenue	Total water withdrawal volume (megaliters)	Total water withdrawal efficiency	Anticipated forward trend
Row 1	3147100000	5690.34	5530600.98342103	In 2023, we deployed the DBS Water Stewardship Tool to support good water management and the sustainability of freshwater resources. Application of the tool is intended to facilitate a business-focused understanding and mitigation of water-related market, reputational and operational risks. In future reports, we look forward to providing updates on the use of the DBS Water Stewardship Tool and its impact on our business.

W1.4

(W1.4) Do any of your products contain substances classified as hazardous by a regulatory authority?

	Products contain hazardous substances	Comment
Row 1	Unknown	Danaher does not monitor this at the corporate level.

W1.5

(W1.5) Do you engage with your value chain on water-related issues?

	Engagement	Primary reason for no engagement	Please explain
Suppliers	Yes	<Not Applicable>	<Not Applicable>
Other value chain partners (e.g., customers)	Yes	<Not Applicable>	<Not Applicable>

W1.5a

(W1.5a) Do you assess your suppliers according to their impact on water security?

Row 1

Assessment of supplier impact

No, we do not assess the impact of our suppliers and have no plans to do so within the next two years

Considered in assessment

<Not Applicable>

Number of suppliers identified as having a substantive impact

<Not Applicable>

% of total suppliers identified as having a substantive impact

<Not Applicable>

Please explain

Assessing suppliers according to their impact on water security is important but not an immediately business priority. Please refer to W1.5c for details regarding our partnership with EcoVadis supplier sustainability assessment platform to assess and monitor our direct and indirect supplier sustainability performance, to include supplier water consumption and management practices.

W1.5b

(W1.5b) Do your suppliers have to meet water-related requirements as part of your organization's purchasing process?

	Suppliers have to meet specific water-related requirements	Comment
Row 1	Yes, suppliers have to meet water-related requirements, but they are not included in our supplier contracts	<Not Applicable>

W1.5c

(W1.5c) Provide details of the water-related requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.

Water-related requirement

Reporting against a sustainability index with water-related factors (e.g., DJSI, CDP Water Security questionnaire, etc.)

% of suppliers with a substantive impact required to comply with this water-related requirement

<Not Applicable>

% of suppliers with a substantive impact in compliance with this water-related requirement

<Not Applicable>

Mechanisms for monitoring compliance with this water-related requirement

Supplier scorecard or rating

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

Retain and engage

Comment

We have partnered with the EcoVadis supplier sustainability assessment platform to assess and monitor our direct and indirect supplier sustainability performance, to include supplier water consumption and management practices. 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.

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.

W1.5d

(W1.5d) Provide details of any other water-related supplier engagement activity.

Type of engagement

No other supplier engagements

Details of engagement

<Not Applicable>

% of suppliers by number

<Not Applicable>

% of suppliers with a substantive impact

<Not Applicable>

Rationale for your engagement

We have a rigorous supply chain risk assessment/risk management program that incorporates supplier financial and risk data from external providers as well as Danaher internal data. All Tier 1 direct material suppliers (as well as critical Tier 2+ direct material suppliers and critical indirect suppliers) are scored based on their impact on Danaher's revenues, the supplier's financial health and any Danaher source limitations with respect to the supplied product. Danaher engages a third party to continuously monitor media and other publicly available data sources to identify risks relating to its direct material suppliers. The monitoring encompasses dozens of risk categories, including financial, weather-related, cyber, geopolitical and other risk types. We require any supplier who exceeds a specified risk assessment score to develop and implement a risk management plan (RMP). The RMP may include financial monitoring, business continuity planning, supplier training/development, additional contractual provisions and tooling assessments. We also require any supplier whose revenue impact and source limitation scores exceed a specified level to develop and implement a supplier emergency response plan.

Impact of the engagement and measures of success

<Not Applicable>

Comment

Danaher and operating company leaders review the supply chain risk assessment/risk management program status for their respective businesses on a regular basis.

W1.5e

(W1.5e) Provide details of any water-related engagement activity with customers or other value chain partners.

Type of stakeholder

Customers

Type of engagement

Innovation & collaboration

Details of engagement

Collaborate with stakeholders on innovations to reduce water impacts in products and services

Rationale for your engagement

Our Water Quality businesses are engaged in research and development activities that will help our customers manage some of their greatest challenges, such as water scarcity, water safety, severe weather events and management of precious natural resources.

Impact of the engagement and measures of success

Our Water Quality associates apply their expertise and ingenuity to develop solutions to address key challenges facing the world such as:

- Increasing global demand for safe and affordable water;
- Increasing government funding to support water and wastewater infrastructure;
- Increasing threats to water access from growing scarcity of water and frequency of severe weather events;
- The need to upgrade and optimize wastewater treatment facilities to cope with rising costs, energy demands and increasing capacity challenges;
- Increasing regulatory standards and reporting requirements for drinking water supply and wastewater discharge;
- Growing need to detect and destroy emerging water contaminants that are increasingly impacting public health;
- Heightened focus on achieving environmental targets and the sustainable use of resources by the public and private sectors;
- Increasing adoption of digitization and demand for automation-based platforms and predictive capabilities by the industry driven by an aging and less experienced workforce and increased compliance requirements;
- Growing demand for environmental resource conservation and renewable energy

In 2022, our Water Quality businesses contributed to a revenue of \$4.8B for our Environmental and Applied Solutions segment.

W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?

No

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

	Water-related regulatory violations	Fines, enforcement orders, and/or other penalties	Comment
Row 1	No	<Not Applicable>	In 2022, Danaher was not subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations.

W3. Procedures

W3.1

(W3.1) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

	Identification and classification of potential water pollutants	How potential water pollutants are identified and classified	Please explain
Row 1	No, we do not identify and classify our potential water pollutants	<Not Applicable>	Danaher does not identify and classify potential water pollutants at a corporate level.

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?

Yes, water-related risks are assessed

W3.3a

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

Value chain stage

Direct operations

Coverage

Full

Risk assessment procedure

Water risks are assessed as part of other company-wide risk assessment system

Frequency of assessment

Annually

How far into the future are risks considered?

More than 6 years

Type of tools and methods used

Tools on the market

Enterprise risk management

Other

Tools and methods used

WRI Aqueduct

Enterprise Risk Management

Contextual issues considered

Other, please specify (Enterprise Risk Management Framework)

Stakeholders considered

Customers

Employees

Water utilities at a local level

Comment

In 2022, Danaher piloted a climate risk and opportunity management program designed to identify, among other things, significant risks and opportunities stemming from the impact of climate change on water availability and quality. This management program has been deployed enterprise-wide in 2023.

Furthermore, in 2022, Danaher piloted the DBS 4E Water Stewardship Tool which guides our facility-level teams in evaluating current state water risks and use, identifying opportunities for decreasing water loss, increasing water reuse and recycling, and implementing a comprehensive water stewardship strategy. This tool has been deployed enterprise-wide in 2023.

Value chain stage

Supply chain

Coverage

Partial

Risk assessment procedure

Water risks are assessed in an environmental risk assessment

Frequency of assessment

Annually

How far into the future are risks considered?

Unknown

Type of tools and methods used

Tools on the market

Tools and methods used

EcoVadis

Contextual issues considered

Implications of water on your key commodities/raw materials

Stakeholders considered

Suppliers

Comment

W3.3b

(W3.3b) Describe your organization’s process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

	Rationale for approach to risk assessment	Explanation of contextual issues considered	Explanation of stakeholder issues considered	Decision-making process for risk response
Row 1	<p>Any material water-related risks to direct operations would be identified pursuant to Danaher’s enterprise-wide TCFD-based climate risk and opportunity assessment program framework. Additionally, given our dependence on water access and our impact on water resources in the areas where we operate, in 2023 we deployed the DBS Water Stewardship Tool to support good water management and the sustainability of freshwater resources. This tool was developed and piloted over multiple years and across ten kaizen events, to ensure the process is replicable and scalable across our operating companies and geographies.</p> <p>With respect to our Supply Chain, we have partnered with EcoVadis supplier sustainability assessment platform to assess our in-scope suppliers. 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.</p>	<p>The climate risk and opportunity assessment program is designed to identify, among other things, significant risks and opportunities stemming from the impact of climate change on water availability and quality.</p> <p>The Water Stewardship Tool guides facility-level teams in: (1) evaluating current-state water consumption and risk; (2) identifying, prioritizing and implementing measures that improve water use efficiency and optimize re-use and recycling; and (3) developing and implementing a comprehensive water stewardship strategy.</p> <p>We utilize EcoVadis to assess our in-scope suppliers with respect to, among other topics, their water usage and management practices to identify, assess and respond to water-related risks.</p>	<p>The climate risk and opportunity assessment program requires operating companies to consider water-related risks with respect to the business’ operations, physical locations and value chain over the short- (0-2 years), medium- (2-5 years) and long-term (5-20 years).</p> <p>As mentioned previously, 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.</p>	<p>The 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.</p> <p>Any significant climate-related risk would be included in our ERM program, which includes an inventory and classification of key risk areas and key risk topics to be assessed; a methodology for scoring identified risks based on the risk’s probability, severity and velocity of impact, and for trending key risks; a framework for developing countermeasures for key risks; a process for assigning responsibility and deadlines for the implementation of such countermeasures, and re-assessing such risks following implementation of the applicable countermeasures; and a timeline for collection and synthesis of the risk assessment data and reporting of key risks and countermeasures to the Danaher Risk Committee and the Danaher Board of Directors.</p> <p>Application of the DBS Water Stewardship Tool is intended to facilitate a business-focused understanding and mitigation of water-related market, reputational and operational risks.</p> <p>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.</p>

W4. Risks and opportunities

W4.1

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

No

W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

The 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.

W4.2b

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

	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 risks with the potential to have a substantive financial or strategic impact to our businesses, strategy, and financial planning beginning in 2024.

W4.2c

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

	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 risks with the potential to have a substantive financial or strategic impact to our businesses, strategy, and financial planning beginning in 2024.

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities, and some/all are being realized

W4.3a

(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

Type of opportunity

Efficiency

Primary water-related opportunity

Improved water efficiency in operations

Company-specific description & strategy to realize opportunity

Our Water Quality Segment operating companies offer products and services that enable municipalities to deliver clean water while helping industrial customers to be good stewards of water in their processes. Under our Hach, ChemTreat, Trojan Technologies and other globally recognized Water Quality brands, we provide proprietary precision instrumentation and advanced water treatment technologies that our customers rely on to measure, analyze and treat the world's water in residential, commercial, municipal, industrial, research and natural resource applications. In addition to instrumentation, our suite of water solutions includes elements used on a recurring basis such as chemical reagents, services and digital solutions. Together, these offerings help promote the quality and reliability of water and optimize our customers' operations, decision making and regulatory compliance activities.

For example, ChemTreat associates work alongside industrial customers to understand their water challenges and tailor chemical treatment plans and dosing protocols to help optimize customers' water usage and maximize reuse; our solutions helped customers save over 80 billion gallons of water in 2022.

Estimated timeframe for realization

More than 6 years

Magnitude of potential financial impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact

Danaher's portfolio of business includes a multi-billion dollar water quality business. 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. The world's need for access to clean water is a significant long-term growth driver for these businesses.

Type of opportunity

Products and services

Primary water-related opportunity

Increased sales of existing products/services

Company-specific description & strategy to realize opportunity

Trojan Technologies offers UV and membrane filtration systems for water disinfection and contaminant removal; our systems treat and support the recycling of 12 trillion gallons of water annually and in turn help to improve access to clean water for more than 250 million people every day.

Estimated timeframe for realization

More than 6 years

Magnitude of potential financial impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact

Danaher’s portfolio of business includes a multi-billion dollar water quality business. 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. The world’s need for access to clean water is a significant long-term growth driver for these businesses.

Type of opportunity

Products and services

Primary water-related opportunity

Increased sales of existing products/services

Company-specific description & strategy to realize opportunity

Hach, the best known of our global brands in the Water Quality segment, recognized for simple and reliable tests, offers analytical measurement instruments, digital solutions and related consumables that test water quality; it serves over 125,000 customers, including small community water utilities, large public and private water utilities and industrial customers and helps to ensure safe water for more than 3.4 billion people every day - approximately 40% of the global population.

Estimated timeframe for realization

More than 6 years

Magnitude of potential financial impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact

Danaher’s portfolio of business includes a multi-billion dollar water quality business. 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. The world’s need for access to clean water is a significant long-term growth driver for these businesses.

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?

Yes, we have a documented water policy that is publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	Description of the scope (including value chain stages) covered by the policy Description of business dependency on water Description of business impact on water Commitment to reduce water withdrawal and/or consumption volumes in direct operations Commitment to water stewardship and/or collective action Acknowledgement of the human right to water and sanitation Recognition of environmental linkages, for example, due to climate change	The Danaher Sustainability Policy articulates our position, commitments and management program with respect to water.

W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?

Yes

W6.2a

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

Position of individual or committee	Responsibilities for water-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. In 2022, Danaher's CEO approved revisions to the Danaher Sustainability Policy which articulates our position, commitments and management program with respect to water.

W6.2b

(W6.2b) Provide further details on the board's oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Reviewing and guiding corporate responsibility strategy Reviewing and guiding risk management policies Reviewing and guiding strategy	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.

W6.2d

(W6.2d) Does your organization have at least one board member with competence on water-related issues?

	Board member(s) have competence on water-related issues	Criteria used to assess competence of board member(s) on water-related issues	Primary reason for no board-level competence on water-related issues	Explain why your organization does not have at least one board member with competence on water-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.

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)

General Counsel

Water-related responsibilities of this position

Other, please specify (General oversight responsibility with respect to matters of sustainability)

Frequency of reporting to the board on water-related issues

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 water-related issues.

Name of the position(s) and/or committee(s)

Corporate responsibility committee

Water-related responsibilities of this position

Assessing future trends in water demand

Assessing water-related risks and opportunities

Managing water-related risks and opportunities

Other, please specify (The Committee is responsible for developing, and overseeing the execution of, the Company's sustainability strategy, to include water-related issues, and reports to Danaher's Senior Vice President and General Counsel.)

Frequency of reporting to the board on water-related issues

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.

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

	Provide incentives for management of water-related issues	Comment
Row 1	No, and we do not plan to introduce them in the next two years	We do not plan to address this within the next two years.

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

No

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

No, but we plan to do so in the next two years

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	5-10	Danaher's portfolio of business includes a multi-billion dollar water quality business. 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. The world's need for access to clean water is a significant long-term growth driver for these businesses.
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	5-10	Danaher's portfolio of business includes a multi-billion dollar water quality business. 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. The world's need for access to clean water is a significant long-term growth driver for these businesses.
Financial planning	Yes, water-related issues are integrated	5-10	Danaher's portfolio of business includes a multi-billion dollar water quality business. 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. The world's need for access to clean water is a significant long-term growth driver for these businesses.

W7.2

(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

0

Anticipated forward trend for CAPEX (+/- % change)

0

Water-related OPEX (+/- % change)

0

Anticipated forward trend for OPEX (+/- % change)

0

Please explain

Danaher does not monitor water-related CAPEX or OPEX at the corporate level.

W7.3

(W7.3) Does your organization use scenario analysis to inform its business strategy?

	Use of scenario analysis	Comment
Row 1	No, but we anticipate doing so within the next two years	Danaher believes the current level of climate risk modelling it undertakes is appropriate in light of its business model.

W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?

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

Please explain

Danaher does not anticipate using an internal price on water within the next two years.

W7.5

(W7.5) Do you classify any of your current products and/or services as low water impact?

	Products and/or services classified as low water impact	Definition used to classify low water impact	Primary reason for not classifying any of your current products and/or services as low water impact	Please explain
Row 1	Yes	For the example provided, we consider low water impact products and/or services as those that reduce the quantity of water used by customer's existing processes or products.	<Not Applicable>	The following are examples of low water impact products/services offered by our Operating Companies: ChemTreat, a Danaher operating company, worked in close partnership with a large, North American brewer in its water sustainability journey. Through its sustainability programs, ChemTreat identified multiple water reduction opportunities and implemented projects that increased water efficiency and improved the operational performance of the brewer's capital assets. ChemTreat has been an integral part of this customer's sustainability journey, helping the customer save more than 15 million gallons of water in 2021 and more than 500 million gallons of water over the past nine years. As a result, this North American brewer achieved its 2025 sustainability goal of 22% water reduction across its 10 breweries ahead of schedule.

W8. Targets

W8.1

(W8.1) Do you have any water-related targets?

No, and we do not plan to within the next two years

W8.1c

(W8.1c) Why do you not have water-related target(s) and what are your plans to develop these in the future?

	Primary reason	Please explain
Row 1	Important but not an immediate business priority	Danaher Corporation does not set or monitor a company-wide, water-related target or goal. Certain of Danaher's Operating Companies have set water-related goals. The following are examples of water-related goals set by our Operating Companies: Pall Corporation has set a goal to reduce water consumption by 15% (normalized to revenue) at the three Pall sites that fall within the top 40% of water risk. This water reduction goal has a baseline year of 2020 and an end year of 2024. Cytiva has set a target for 15% improvement in water efficiency across operations by 2025, with a baseline year of 2019. All Operating Companies within the Environmental and Applied Solutions platform (Esko, Linx, Videojet, X-Rite, ChemTreat, Hach, McCrometer and OTT Hydromet) have set targets to reduce water consumption by 3% year over year, with a baseline year of 2019.

W9. Verification

W9.1

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?

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

W10. Plastics

W10.1

(W10.1) Have you mapped where in your value chain plastics are used and/or produced?

	Plastics mapping	Value chain stage	Please explain
Row 1	Not mapped – and we do not plan to within the next two years	<Not Applicable>	

W10.2

(W10.2) Across your value chain, have you assessed the potential environmental and human health impacts of your use and/or production of plastics?

	Impact assessment	Value chain stage	Please explain
Row 1	Not assessed – and we do not plan to within the next two years	<Not Applicable>	

W10.3

(W10.3) Across your value chain, are you exposed to plastics-related risks with the potential to have a substantive financial or strategic impact on your business? If so, provide details.

	Risk exposure	Value chain stage	Type of risk	Please explain
Row 1	Not assessed – and we do not plan to within the next two years	<Not Applicable>	<Not Applicable>	

W10.4

(W10.4) Do you have plastics-related targets, and if so what type?

	Targets in place	Target type	Target metric	Please explain
Row 1	No – and we do not plan to within the next two years	<Not Applicable>	<Not Applicable>	

W10.5

(W10.5) Indicate whether your organization engages in the following activities.

	Activity applies	Comment
Production of plastic polymers	No	
Production of durable plastic components	Yes	
Production / commercialization of durable plastic goods (including mixed materials)	Yes	
Production / commercialization of plastic packaging	Yes	
Production of goods packaged in plastics	Yes	
Provision / commercialization of services or goods that use plastic packaging (e.g., retail and food services)	Yes	

W10.7

(W10.7) Provide the total weight of plastic durable goods/components sold and indicate the raw material content.

Row 1

Total weight of plastic durable goods/components sold during the reporting year (Metric tonnes)

Raw material content percentages available to report

% virgin fossil-based content

<Not Applicable>

% virgin renewable content

<Not Applicable>

% post-industrial recycled content

<Not Applicable>

% post-consumer recycled content

<Not Applicable>

Please explain

Danaher does not monitor this at a corporate level.

W10.8

(W10.8) Provide the total weight of plastic packaging sold and/or used, and indicate the raw material content.

	Total weight of plastic packaging sold / used during the reporting year (Metric tonnes)	Raw material content percentages available to report	% virgin fossil-based content	% virgin renewable content	% post-industrial recycled content	% post-consumer recycled content	Please explain
Plastic packaging sold		Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	Danaher does not monitor this at a corporate level.
Plastic packaging used		Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	Danaher does not monitor this at a corporate level.

W10.8a

(W10.8a) Indicate the circularity potential of the plastic packaging you sold and/or used.

	Percentages available to report for circularity potential	% of plastic packaging that is reusable	% of plastic packaging that is technically recyclable	% of plastic packaging that is recyclable in practice at scale	Please explain
Plastic packaging sold	Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	Danaher does not monitor this at a corporate level.
Plastic packaging used	Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	Danaher does not monitor this at a corporate level.

W11. Sign off

W-FI

(W-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.

W11.1

(W11.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Vice President, Deputy General Counsel and Corporate Secretary	Other, please specify (The Vice President, Deputy General Counsel and Corporate Secretary is also the Chair of the Danaher Sustainability Steering Committee.)