

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. Sustainability is deeply ingrained in Danaher’s culture and work and has been for decades. Our innovation improves quality of life in a meaningful way. Our businesses advance lifesaving research, improve health and safety, and promote environmental stewardship by protecting our water supply and defending fragile ecosystems.

Danaher operates in three business segments:

1) The Life Sciences segment offers a broad range of research tools that scientists use to study the basic building blocks of life, including genes, proteins, metabolites and cells to understand the causes of disease, identify new therapies and test new drugs and vaccines. We are also a leading provider of filtration, separation and purification technologies to the biopharmaceutical, food and beverage, medical, aerospace, microelectronics and general industrial sectors.

2) The Diagnostics segment offers analytical instruments, reagents, consumables, software and services that hospitals, physicians’ offices, reference laboratories and other critical care settings use to diagnose disease and make treatment decisions. Our clinical lab business is a leading manufacturer and marketer of biomedical testing instruments, systems and related consumables that are used to evaluate and analyse samples made up of body fluids, cells and other substances. Our molecular diagnostics business is a leading manufacturer and marketer of biomedical testing instruments, systems and related consumables that enable DNA-based testing for organisms and genetic-based diseases in both clinical and non-clinical markets. Our critical care diagnostics business is a leading worldwide provider of instruments, software and related consumables and services that are used in both laboratory and point-of-care environments to rapidly measure critical parameters.

3) The Environmental & Applied Solutions segment products and services help protect important resources and keep global food and water supplies safe. Our water quality business provides instrumentation, services and disinfection systems to help analyze, treat and manage the quality of ultra-pure, potable, waste, ground, source and ocean water in residential, commercial, industrial and natural resource applications. Our product identification business provides equipment, consumables, software and services for various printing, marking, coding, traceability, packaging, design and color management applications on consumer, pharmaceutical and industrial products.

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 2020	December 31 2020

W0.3

(W0.3) Select the countries/areas for which you will be supplying data.

Argentina
Australia
Austria
Bangladesh
Belgium
Brazil
Bulgaria
Canada
Chile
China, Hong Kong Special Administrative Region
Colombia
Croatia
Czechia
Denmark
Ecuador
Egypt
Finland
France
Germany
Greece
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

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	Neutral	Have not evaluated	The significance of the availability of quality fresh water differs depending on the Operating Company. For example, good quality, freshwater is significant to Danaher's Pall Corporation subsidiary for their media operations (entire value chain).
Sufficient amounts of recycled, brackish and/or produced water available for use	Neutral	Have not evaluated	

W1.2

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

	% of sites/facilities/operations	Please explain
Water withdrawals – total volumes	76-99	In 2020, Danaher collected data from facilities owned or leased for the full reporting year that in aggregate account for over 85% of our total corporate-wide 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.
Water withdrawals – volumes by source	76-99	Our facilities report water withdrawals in two categories: purchased water from municipal or other public utilities; and direct withdrawals from surface or ground water.
Entrained water associated with your metals & mining sector activities - total volumes [only metals and mining sector]	<Not Applicable>	<Not Applicable>
Produced water associated with your oil & gas sector activities - total volumes [only oil and gas sector]	<Not Applicable>	<Not Applicable>
Water withdrawals quality	Please select	
Water discharges – total volumes	Please select	
Water discharges – volumes by destination	Please select	
Water discharges – volumes by treatment method	Please select	
Water discharge quality – by standard effluent parameters	Please select	
Water discharge quality – temperature	Please select	
Water consumption – total volume	Please select	
Water recycled/reused	Please select	
The provision of fully-functioning, safely managed WASH services to all workers	Please select	

W1.2b

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

	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Total withdrawals	4005	Higher	Compared to 2019, our total water withdrawals in 2020 was approximately 7.5% higher.
Total discharges		Please select	
Total consumption		Please select	

W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress and provide the proportion.

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Identification tool	Please explain
Row 1	Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	

W1.2h

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

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	1229	Higher	Surface and ground water withdrawals are combined in our facilities' data reporting, so we do not have separate totals for these sources. The volume represented here includes both surface and groundwater.
Brackish surface water/Seawater	Please select	<Not Applicable>	<Not Applicable>	
Groundwater – renewable	Relevant	1229	Higher	Surface and ground water withdrawals are combined in our facilities' data reporting, so we do not have separate totals for these sources. The volume represented here includes both surface and groundwater.
Groundwater – non-renewable	Relevant	1229	Higher	Surface and ground water withdrawals are combined in our facilities' data reporting, so we do not have separate totals for these sources. The volume represented here includes both surface and groundwater.
Produced/Entrained water	Not relevant	<Not Applicable>	<Not Applicable>	
Third party sources	Relevant	2776	Higher	

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?

No

W3. Procedures

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.

Direct operations

Coverage

Full

Risk assessment procedure

Water risks are assessed as part of an enterprise risk management framework

Frequency of assessment

Please select

How far into the future are risks considered?

Type of tools and methods used

Enterprise Risk Management

Tools and methods used

Please select

Comment

Any material water-related risks would be identified pursuant to Danaher's multi-disciplinary, company-wide risk management process.

Supply chain

Coverage

Please select

Risk assessment procedure

<Not Applicable>

Frequency of assessment

<Not Applicable>

How far into the future are risks considered?

<Not Applicable>

Type of tools and methods used

<Not Applicable>

Tools and methods used

<Not Applicable>

Comment

Other stages of the value chain

Coverage

Please select

Risk assessment procedure

<Not Applicable>

Frequency of assessment

<Not Applicable>

How far into the future are risks considered?

<Not Applicable>

Type of tools and methods used

<Not Applicable>

Tools and methods used

<Not Applicable>

Comment

W3.3b

(W3.3b) Which of the following contextual issues are considered in your organization's water-related risk assessments?

	Relevance & inclusion	Please explain
Water availability at a basin/catchment level	Please select	
Water quality at a basin/catchment level	Please select	
Stakeholder conflicts concerning water resources at a basin/catchment level	Please select	
Implications of water on your key commodities/raw materials	Please select	
Water-related regulatory frameworks	Please select	
Status of ecosystems and habitats	Please select	
Access to fully-functioning, safely managed WASH services for all employees	Please select	
Other contextual issues, please specify	Please select	

W3.3c

(W3.3c) Which of the following stakeholders are considered in your organization's water-related risk assessments?

	Relevance & inclusion	Please explain
Customers	Please select	
Employees	Please select	
Investors	Please select	
Local communities	Please select	
NGOs	Please select	
Other water users at a basin/catchment level	Please select	
Regulators	Please select	
River basin management authorities	Please select	
Statutory special interest groups at a local level	Please select	
Suppliers	Please select	
Water utilities at a local level	Please select	
Other stakeholder, please specify	Please select	

W3.3d

(W3.3d) 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.

At the Board level, Danaher's Nominating and Governance Committee oversees the Company's sustainability program as set forth in the Committee's charter.

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, and is responsible for reviewing and approving Danaher's sustainability reports. 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. The Committee is responsible for developing, and overseeing the execution of, the Company's sustainability strategy, and reports to Danaher's Senior Vice President and General Counsel. Each of the Board of Directors and the Nominating and Governance Committee reviews our sustainability program on at least an annual basis.

Any material water-related risks would be identified pursuant to Danaher's multi-disciplinary, company-wide risk management process. Danaher's ERM program specifically prompts consideration of potential risks related to climate change, including acute or chronic physical facility risks attributable to climate change, such as increased severity of extreme weather events (e.g., flooding, hurricane) and longer-term shifts in climate patterns (e.g., prolonged drought). Danaher's businesses are increasingly focusing on improving efficiency across our production and distribution processes, production assets, buildings and transport/mobility, particular in relation to energy efficiency but also including broader water and waste management.

The following is an example of a process that exists at one of our Operating Companies, Pall Corporation:

Pall uses WRI Aqueduct to assess water risk and strategy. The risk assessment begins with reviewing the sites within their scope boundary, water withdrawals, and water costs (including effluent costs). These factors are ranked by highest water withdrawals and largest costs. Using the WRI Aqueduct, the risk assessment then considers the baseline water stress score and the 2030 Business As Usual projected water stress score to determine an overall risk score. Pall's 2021 water strategy goal is to ensure that sites that score in the top 40% of risk are measuring and reporting effluent discharge. There are three Pall locations that score within this top level of water risk. These sites are expected to reduce water use (normalized to revenue) by 15% by December 31st 2024. At the site level, Pall sites with ISO 14001 certification must identify water related risks as part of the aspects and impacts procedure; in addition, all sites must identify water risks as part of their business continuity plans. Pall EHS and facility personnel assess risks based on regulations and water availability. If a local assessment identifies a high risk, a risk mitigation plan is required to be established with action items established and agreed upon by site leadership. As changes occur at the site level, management of change programs assess water risks (increase/decrease in water/wastewater). If risks are considered medium or high, the risks are documented in the project and resources are assigned to mitigate/manage.

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?

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	Other, please specify	In lieu of not being able to provide a comment to W4.1, we have added the following comment here: Danaher's water quality business is a leading provider of instrumentation, consumables, software, services and disinfection systems to help analyze, treat and manage the quality of ultra-pure, potable, industrial, waste, ground, source and ocean water in residential, commercial, municipal, industrial and natural resource applications. As a result, water-related risks and strategic opportunities are relevant to us.

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	Please select	

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

Products and services

Primary water-related opportunity

Increased sales of existing products/services

Company-specific description & strategy to realize opportunity

Danaher's Water Quality businesses provides instrumentation, consumables, software, services and disinfection systems to help analyze, treat and manage the quality of ultra-pure, potable, industrial, waste, ground, source and ocean water in residential, commercial, municipal, industrial and natural resource applications. The following are examples opportunities being realized by our Water Quality Operating Companies: ChemTreat offers water intensive production facilities custom sustainability programs that identify opportunities to reduce water use, improve the operational performance of capital assets and implement water-efficient solutions. For example, partnership with ChemTreat helped a North American brewer save over 40 million gallons of water in 2019 and over 566 million gallons of water in the past seven years. Trojan Technologies' products and services play vital roles in making the various stages of the water treatment process more effective, efficient, and sustainable. Over 11,000 Trojan ultraviolet (UV) treatment systems are installed in municipalities across the globe and over 150,000 systems are installed worldwide in industrial applications. Collectively, these systems treat over 70 billion gallons of water and wastewater every day. Sea-Bird Scientific's solutions are used in numerous, critical applications for ocean and environmental water quality research and monitoring efforts. The United States National Oceanic & Atmospheric Administration and large international agencies use Sea-Bird Scientific's instruments to help track, understand, and predict how the impact of climate change on the world's oceans is impacting ecosystems, communities, and economies.

Estimated timeframe for realization

Please select

Magnitude of potential financial impact

Please select

Are you able to provide a potential financial impact figure?

Please select

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

Type of opportunity

Efficiency

Primary water-related opportunity

Water recovery from sewage management

Company-specific description & strategy to realize opportunity

The following is an example of an opportunity that exists at one of our Operating Companies, Pall Corporation: In Pall's media process, which is the production of the filtration material used in all Pall filter products, water is used as a one time pass through rinse and is then contaminated and sent to effluent treatment. Pall has identified water treatment and reuse as an opportunity and plans to start identifying what waste streams can be recycled and begin to identify water reduction targets and KPIs.

Estimated timeframe for realization

Please select

Magnitude of potential financial impact

Please select

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

W6. Governance

W6.1

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

No

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	Please explain
Board-level committee	At the Board level, Danaher's Nominating and Governance Committee oversees the Company's sustainability program as set forth in the Committee's charter. 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, and is responsible for reviewing and approving Danaher's sustainability reports. 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. The Committee is responsible for developing, and overseeing the execution of, the Company's sustainability strategy, and reports to Danaher's Senior Vice President and General Counsel. Each of the Board of Directors and the Nominating and Governance Committee reviews our sustainability program on at least an annual basis.

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 risk management policies Reviewing and guiding strategy	At the Board level, Danaher's Nominating and Governance Committee oversees the Company's sustainability program as set forth in the Committee's charter. 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, and is responsible for reviewing and approving Danaher's sustainability reports. 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. The Committee is responsible for developing, and overseeing the execution of, the Company's sustainability strategy, and reports to Danaher's Senior Vice President and General Counsel. Each of the Board of Directors and the Nominating and Governance Committee reviews our sustainability program on at least an annual basis.

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)

Other, please specify (Senior Vice President, Legal and General Counsel)

Responsibility

Please select

Frequency of reporting to the board on water-related issues

Annually

Please explain

At the Board level, Danaher's Nominating and Governance Committee oversees the Company's sustainability program as set forth in the Committee's charter. 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, and is responsible for reviewing and approving Danaher's sustainability reports. 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. The Committee is responsible for developing, and overseeing the execution of, the Company's sustainability strategy, and reports to Danaher's Senior Vice President and General Counsel. Each of the Board of Directors and the Nominating and Governance Committee reviews our sustainability program on at least an annual basis.

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	

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?

Please select

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	Please select	Danaher's portfolio of business includes a multi-billion dollar water quality business. The Company's water quality business provides instrumentation, consumables, software, services and disinfection systems to help analyze, treat and manage the quality of ultra-pure, potable, industrial, waste, ground, source and ocean water in residential, commercial, municipal, industrial and natural resource applications.
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	Please select	Danaher's portfolio of business includes a multi-billion dollar water quality business. The Company's water quality business provides instrumentation, consumables, software, services and disinfection systems to help analyze, treat and manage the quality of ultra-pure, potable, industrial, waste, ground, source and ocean water in residential, commercial, municipal, industrial and natural resource applications. Inorganic investments are a key component of our growth strategy. Aquatic Informatics - a leading water-focused software provider - joined our Water Quality platform in 2020, bringing data analytics solutions to improve customer workflow and cost efficiencies.
Financial planning	Yes, water-related issues are integrated	Please select	Danaher's portfolio of business includes a multi-billion dollar water quality business. The Company's water quality business provides instrumentation, consumables, software, services and disinfection systems to help analyze, treat and manage the quality of ultra-pure, potable, industrial, waste, ground, source and ocean water in residential, commercial, municipal, industrial and natural resource applications.

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)

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

Water-related OPEX (+/- % change)

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

Please explain

W7.3

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

	Use of climate-related scenario analysis	Comment
Row 1	Please select	

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

W8. Targets

W8.1

(W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.

	Levels for targets and/or goals	Monitoring at corporate level	Approach to setting and monitoring targets and/or goals
Row 1	Business level specific targets and/or goals Site/facility specific targets and/or goals	None are monitored at corporate level	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. For example, Pall Corporation, a Danaher Operating Company, 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. Other Pall sites that have begun to measure discharge must identify efficiencies in water consumption or water reduction opportunities. Pall sites without effluent metering must begin to measure water discharge, so that Pall can begin to understand total water consumption.

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, we do not currently verify any other water information reported in our CDP disclosure

W10. 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.

W10.1

(W10.1) 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 Secretary is also the Chair of the Sustainability Steering Committee.)

W10.2

(W10.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate's Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].

No