

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. 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.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2020	December 31 2020	Yes	2 years

C0.3

(C0.3) Select the countries/areas for which you will be supplying data.

Argentina
Australia
Austria
Bangladesh
Belgium
Brazil
Bulgaria
Canada
Chile
China
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
Taiwan, Greater 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

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(s)	Please explain
Board-level committee	At the Board level, Danaher's Nominating and Governance Committee oversees matters of sustainability and social responsibility (including climate-related issues).

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 Reviewing and guiding risk management policies	<Not Applicable>	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.

C1.2

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

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Other, please specify (Senior Vice President, Legal and General Counsel)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Annually
Sustainability committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Annually

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

At the Board level, Danaher's Nominating and Governance Committee oversees matters of sustainability and social responsibility (including climate-related issues).

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 social responsibility (including climate-related issues), 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.

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	No, and we do not plan to introduce them in the next two years	

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			
Medium-term			
Long-term			

C2.1b

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

C2.2

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

Value chain stage(s) covered

Please select

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

Annually

Time horizon(s) covered

Please select

Description of 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); regulatory risks, such as increased taxation of, or caps on the use of, carbon-based energy; competitive risks due to evolving customer preferences for more environmentally-friendly solutions; and reputational risk tied to changing customer or community perceptions of an organization's contribution to or detraction from the environment. A key climate-related risk for Danaher is physical risk resulting from acute or chronic changes in climate patterns. Acute physical risks include increased severity of extreme weather events, such as cyclones, hurricanes, or floods. Chronic physical risks refer to longer-term shifts in climate patterns (e.g., sustained higher temperatures) that may cause sea level rise or chronic heat waves. These physical risks may have financial implications for Danaher, such as direct damage to assets and indirect impacts from supply chain disruption. In our 2020 sustainability report, we discussed steps Danaher has taken to mitigate these types of physical risk to its facilities, as well as Danaher's efforts to reduce energy consumption, greenhouse gas emissions and waste sent to landfill. Key climate-related opportunities for Danaher include the prospect of developing new commercial solutions to address customers' sustainability-related needs, and the potential to reduce Danaher's operating costs. Given that "Customers Talk, We Listen" is a Danaher Core Value, customer feedback regarding sustainability requirements has been and will continue to be an innovation driver for Danaher. In addition, 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 the process in place at one of our Operating Companies, Pall Corporation, that supports the business' fulfillment of the Danaher ERM program requirements: Pall develops and maintains business continuity management (BCM) plans, policies, procedures and practices to enable them to respond to risks that may adversely impact the business. Pall's Executive Emergency Response Team is comprised of three Vice Presidents and is activated in case of imminent global crisis. Pall Self Certifies to ISO 22301 and each of the sites have 12 BCMS requirements to meet per year. One of these requirements includes an annual risk register review and mitigation plans for identified top threats. These threats may include climate risks that may have impact on business and may include, but are not limited to, suppliers located in flood zones that are unable to supply raw materials during heavy rains, transport paths that may be blocked by weather/climate physical issues, hurricane/tornado response that may mean closure of facility, grid instability caused by natural gas or diesel supply and prices/taxes. In addition to BCMS, approximately 75% of Pall's operational control footprint is ISO 14001 certified. Sites with ISO 14001 certification are required to identify and score environmental aspects and impacts and review these on an annual basis. Environmental aspects include but are not limited to: CO2 generated from operations, water needed for operations, landfill waste from operations, anticipated regulatory changes for taxes or fees on energy usage. Mitigation plans are put in place for the highest level of risks.

C2.2a

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

	Relevance & inclusion	Please explain
Current regulation	Relevant, sometimes included	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); regulatory risks, such as increased taxation of, or caps on the use of, carbon-based energy; competitive risks due to evolving customer preferences for more environmentally-friendly solutions; and reputational risk tied to changing customer or community perceptions of an organization's contribution to or detraction from the environment.
Emerging regulation	Please select	
Technology	Please select	
Legal	Please select	
Market	Relevant, sometimes included	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); regulatory risks, such as increased taxation of, or caps on the use of, carbon-based energy; competitive risks due to evolving customer preferences for more environmentally-friendly solutions; and reputational risk tied to changing customer or community perceptions of an organization's contribution to or detraction from the environment.
Reputation	Relevant, sometimes included	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); regulatory risks, such as increased taxation of, or caps on the use of, carbon-based energy; competitive risks due to evolving customer preferences for more environmentally-friendly solutions; and reputational risk tied to changing customer or community perceptions of an organization's contribution to or detraction from the environment.
Acute physical	Relevant, sometimes included	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); regulatory risks, such as increased taxation of, or caps on the use of, carbon-based energy; competitive risks due to evolving customer preferences for more environmentally-friendly solutions; and reputational risk tied to changing customer or community perceptions of an organization's contribution to or detraction from the environment.
Chronic physical	Relevant, sometimes included	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); regulatory risks, such as increased taxation of, or caps on the use of, carbon-based energy; competitive risks due to evolving customer preferences for more environmentally-friendly solutions; and reputational risk tied to changing customer or community perceptions of an organization's contribution to or detraction from the environment.

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?

Yes

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Market	Changing customer behavior
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Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

If we fail to accurately predict future customer needs and preferences or fail to produce viable technologies, we may invest heavily in R&D of products and services that do not lead to significant revenue, which would adversely affect our profitability. Our success will depend on several factors, including our ability to correctly identify customer needs and preferences and predict future needs and preferences and anticipate and respond to our competitors' development of new products and services and technological innovations. We engage with our customers on a regular basis to be better positioned to do so.

Time horizon

Please select

Likelihood

Unlikely

Magnitude of impact

Low

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 figure

Cost of response to risk

Description of response and explanation of cost calculation

Comment

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Acute physical	Increased severity and frequency of extreme weather events such as cyclones and floods
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Primary potential financial impact

Decreased revenues due to reduced production capacity

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

A key climate-related risk for Danaher is physical risk resulting from acute or chronic changes in climate patterns. Acute physical risks include increased severity of extreme weather events, such as cyclones, hurricanes or floods. Chronic physical risks refer to longer-term shifts in climate patterns (such as sustained higher temperatures) that may cause sea level rise or chronic heat waves. These physical risks may have financial implications for Danaher, such as direct damage to assets and indirect impacts from supply chain disruption. The following is an example of a risk identified by one of our Operating Companies, Pall Corporation: Pall has operations in Gulf Coast states in the U.S. and Puerto Rico which may be vulnerable to climate changes, storms or hurricanes. In 2017, Puerto Rico and Florida experienced significant outages in operations caused by hurricane activity, including Pall's site in Fajardo, Puerto Rico which experienced a significant outage.

Time horizon

Please select

Likelihood

Unlikely

Magnitude of impact

Low

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 figure

Cost of response to risk

Description of response and explanation of cost calculation

Comment

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?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Development of new products or services through R&D and innovation

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

A key climate-related opportunity for Danaher is the prospect of developing new commercial solutions to address customers' sustainability-related needs. Given that "Customers Talk, We Listen" is a Danaher Core Value, customer feedback regarding sustainability requirements has been and will continue to be an innovation driver for Danaher. We include in our 2020 Sustainability Report examples where our operating companies have incorporated customer feedback and innovated products and solutions to address sustainability-specific needs.

Time horizon

Please select

Likelihood

Likely

Magnitude of impact

Medium

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 figure

Cost to realize opportunity

Strategy to realize opportunity and explanation of cost calculation

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Use of more efficient production and distribution processes

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Another key climate-related opportunity for Danaher includes the potential to reduce Danaher's operating costs. Danaher's businesses are increasingly focused on improving efficiency across our production and distribution processes, production assets, buildings and transport/ mobility in relation to energy efficiency and waste management. In our 2020 Sustainability Report, we include examples where our operating companies have quantified cost savings from environmental impact reduction initiatives. Danaher's new energy and GHG emission reduction targets, and targets to reduce the percentage of waste sent to landfills or incinerators, are expected to accelerate these efforts. The following are examples of opportunities identified by one of our Operating Companies, Pall Corporation: Pall has used Danaher's DBS tools to identify energy, waste and water efficiency opportunities at Pall's largest sites. Since 2019, Pall has identified over \$8 million in reduced operating cost opportunities with approximately \$4 million in implemented operating efficiencies across applications including lighting, HVAC, central plant, compressed air, motors, ovens and other manufacturing equipment. Pall's site in Fajardo, Puerto Rico experienced a significant outage during Hurricane Maria in 2017. The site depended on generators to run operations and has since installed co-generation technology that uses propane to generate power in the plant. The site will be 2/3 grid independent and the fuel switch will save over 5,000 MT of CO2 per year. The project was installed in November 2020 and savings are currently being measured and verified. Pall's bioreactor systems allow customers to scale up vaccination production by providing the environment for a virus to reproduce itself from a few cells to a few billion cells in a matter of hours. This eliminates traditional manufacturing methods of material handling, excess raw material shipping, mixing, sterilizing and cleaning. In addition, research indicates that the total water use of a bioreactor system was nearly eight times lower than more traditional manufacturing methods, the use of cleaning chemicals was more than 20 times lower and energy consumption was approximately 50% lower.

Time horizon

Please select

Likelihood

Likely

Magnitude of impact

Low

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 figure

Cost to realize opportunity

Strategy to realize opportunity and explanation of cost calculation

Comment

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

No

C3.5

(C3.5) Why have climate-related risks and opportunities not influenced your strategy and/or financial planning?

Climate-related risks and opportunities have not influenced strategy and/or financial planning at the Danaher (parent) level. At certain Operating Companies, climate-related risks and opportunities are considered in strategy planning.

C4. Targets and performance

C4.1

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

Intensity target

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number

Int 1

Year target was set

2020

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (location-based)

Intensity metric

Other, please specify (Metric tons CO2e per million units revenue (USD))

Base year

2019

Intensity figure in base year (metric tons CO2e per unit of activity)

17.71

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

100

Target year

2024

Targeted reduction from base year (%)

15

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]

15.0535

% change anticipated in absolute Scope 1+2 emissions

% change anticipated in absolute Scope 3 emissions

Intensity figure in reporting year (metric tons CO2e per unit of activity)

16.39

% of target achieved [auto-calculated]

49.6894409937888

Target status in reporting year

Underway

Is this a science-based target?

Please select

Target ambition

<Not Applicable>

Please explain (including target coverage)

In 2020, Danaher set a goal to reduce scope 1 and scope 2 greenhouse gas emissions by 15% (normalized to annual revenue from continuing operations). This goal is based on 2024 performance compared to 2019 performance.

C4.2

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

Other climate-related target(s)

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number

Oth 1

Year target was set

2020

Target coverage

Company-wide

Target type: absolute or intensity

Intensity

Target type: category & Metric (target numerator if reporting an intensity target)

Energy consumption or efficiency	GJ
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Target denominator (intensity targets only)

Other, please specify (Million units revenue (USD))

Base year

2019

Figure or percentage in base year

212.8

Target year

2024

Figure or percentage in target year

180.88

Figure or percentage in reporting year

193.7

% of target achieved [auto-calculated]

59.8370927318296

Target status in reporting year

Underway

Is this target part of an emissions target?

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain (including target coverage)

In 2020, Danaher set a goal to reduce energy consumption by 15% (normalized to annual revenue from continuing operations). This goal is based on 2024 performance compared to 2019 performance.

Target reference number

Oth 2

Year target was set

2020

Target coverage

Company-wide

Target type: absolute or intensity

Intensity

Target type: category & Metric (target numerator if reporting an intensity target)

Waste management	Other, please specify (Non-Hazardous/Non-Regulated Waste Sent to Landfills or Incineration)
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Target denominator (intensity targets only)

metric ton of waste

Base year

2019

Figure or percentage in base year

0.393

Target year

2024

Figure or percentage in target year

0.334

Figure or percentage in reporting year

0.369

% of target achieved [auto-calculated]

40.677966101695

Target status in reporting year

Underway

Is this target part of an emissions target?

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain (including target coverage)

In 2020, Danaher set a goal to reduce the percentage of non-hazardous/non-regulated waste sent to landfills or incineration by 15%. This goal is based on 2024 performance compared to 2019 performance.

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		
To be implemented*		
Implementation commenced*		
Implemented*		
Not to be implemented		

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	Process optimization
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Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s)

Scope 1
Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

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

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

Payback period

Please select

Estimated lifetime of the initiative

Please select

Comment

Danaher's DBS Energy Management Toolkit guides our facility-level teams in identifying, prioritizing and implementing measures that improve energy efficiency & reduce GHG emissions. The following are examples of the utilization of the DBS Energy Management Toolkit by certain of our Operating Companies: Pall has deployed the DBS Energy Management Toolkit at its facilities in Portsmouth and Ilfracombe, UK; Hoegaarden, Belgium; Crailsheim, Germany; Timonium, Maryland; and New Port Richey, Florida. Kaizen teams identified nearly 100 opportunities for improvement, with a potential for \$2.7 million in annual savings and 10,844 metric tons of CO2e reduction. Pall has implemented more than 50 of these projects, realizing over \$1 million in annual energy cost savings and reducing annual carbon emissions by 6,000 metric tons CO2e. The DBS Energy Management Toolkit helped Hach's Ames, Iowa, and Loveland, Colorado, teams identify over \$150,000 in potential annual savings from energy reduction opportunities. Hach also employed the DBS Waste Minimization Toolkit at their Ames, Iowa facility to address an inefficient quality control process that required disposal of hazardous samples suspected to be contaminated. The team's rigorous analysis eliminated the need to dispose of quality control samples, reducing hazardous waste generation by 4 tons.

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 tools)	The Danaher Business System (DBS) Energy Management Toolkit enables our facility-level teams to identify, prioritize and implement changes in our equipment and operations that improve energy efficiency and reduce greenhouse gas emissions. Our teams use the Opportunity Assessment element of the toolkit to establish a baseline understanding of energy consumption and identify areas for improvement ; develop energy management action plans based on the steps listed below; and implement those plans using a variety of DBS tools: Envision: Collect and analyze electricity and gas usage data. Establish long-term and short-term reduction goals. Establish clear roles and responsibilities. Investigate: Go to gemba—the physical location where work gets done—to identify and map all systems, processes and pieces of equipment that use electricity and natural gas. Use the guidelines and checklists in the Energy Management 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 use the toolkit periodically to identify new opportunities to add to the action plan.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

No

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

127679

Comment

In 2019, Danaher collected data from sources owned or controlled 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 sources owned or controlled for the full reporting year for which data was not collected 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 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

186196

Comment

In 2019, 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 the Scope 2 GHG emissions from our facility based sources.

Scope 2 (market-based)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Defra Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, 2019

IEA CO2 Emissions from Fuel Combustion

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)

116774

Start date

January 1 2020

End date

December 31 2020

Comment

In 2020, Danaher collected data from sources owned or controlled 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 sources owned or controlled for the full reporting year for which data was not collected 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)

127679

Start date

January 1 2019

End date

December 31 2019

Comment

In 2019, Danaher collected data from sources owned or controlled 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 sources owned or controlled for the full reporting year for which data was not collected to account for 100% of Scope 1 GHG emissions. This total also includes mobile sources (aviation and fleet vehicles).

Past year 2

Gross global Scope 1 emissions (metric tons CO2e)

Start date

End date

Comment

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

Please select

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

196085

Scope 2, market-based (if applicable)

<Not Applicable>

Start date

January 1 2020

End date

December 31 2020

Comment

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 the Scope 2 GHG emissions from our facility based sources.

Past year 1

Scope 2, location-based

186196

Scope 2, market-based (if applicable)

<Not Applicable>

Start date

January 1 2019

End date

December 31 2019

Comment

In 2019, 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 the Scope 2 GHG emissions from our facility based sources.

Past year 2

Scope 2, location-based

Scope 2, market-based (if applicable)

<Not Applicable>

Start date

End date

Comment

C6.4

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

No

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

Metric tonnes 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

Capital goods

Evaluation status

Not evaluated

Metric tonnes 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

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

Evaluation status

Relevant, not yet calculated

Metric tonnes 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

Upstream transportation and distribution

Evaluation status

Not evaluated

Metric tonnes 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

Waste generated in operations

Evaluation status

Not evaluated

Metric tonnes 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

Business travel

Evaluation status

Relevant, not yet calculated

Metric tonnes 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

Employee commuting

Evaluation status

Not evaluated

Metric tonnes 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

Upstream leased assets

Evaluation status

Not evaluated

Metric tonnes 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

Downstream transportation and distribution

Evaluation status

Not evaluated

Metric tonnes 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

Processing of sold products

Evaluation status

Not evaluated

Metric tonnes 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

Use of sold products

Evaluation status

Not evaluated

Metric tonnes 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

End of life treatment of sold products

Evaluation status

Not evaluated

Metric tonnes 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

Downstream leased assets

Evaluation status

Not evaluated

Metric tonnes 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

Franchises

Evaluation status

Not evaluated

Metric tonnes 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

Investments

Evaluation status

Not evaluated

Metric tonnes 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

Other (upstream)

Evaluation status

Metric tonnes 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

Other (downstream)

Evaluation status

Metric tonnes 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

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

16.39

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

312859

Metric denominator

Other, please specify (Million units of revenue (USD))

Metric denominator: Unit total

19085

Scope 2 figure used

Location-based

% change from previous year

7.45

Direction of change

Decreased

Reason for change

Danaher's total Scope 1+2 GHG emissions remained essentially the same from 2019-2020 (less than 0.4% increase), while our revenue increased slightly.

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/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Australia	118
Belgium	258
Brazil	22
Canada	658
Chile	12
China	56
Colombia	6.7
France	1342
Germany	43335
India	5.2
Ireland	308
Japan	475
Netherlands	442
Norway	2.7
Poland	443
Sweden	2.6
Switzerland	68
Taiwan, Greater China	0.09
Thailand	2.5
United Kingdom of Great Britain and Northern Ireland	3301
United States of America	65957

C7.3

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

Please select

C7.5

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

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Australia	1539		2028	
Austria	23		522	
Belgium	1110		6461	
Brazil	101		844	
Canada	1462		9782	
Chile	327		738	
China	14515		23008	
Colombia	30		0.06	
Czechia	608		1146	
Finland	328		2811	
France	293		5599	
Germany	13415		34145	
India	1473		2029	
Ireland	1897		4590	
Italy	388		1174	
Japan	6156		11321	
Mexico	785		1692	
Netherlands	1828		3935	
Norway	2.4		299	
Poland	3595		4995	
Russian Federation	12		33	
Singapore	4100		10416	
South Africa	678		717	
Sweden	98		8036	
Switzerland	13		473	
Taiwan, Greater China	316		539	
Thailand	291		609	
United Kingdom of Great Britain and Northern Ireland	9463		33425	
United States of America	129372		311300	

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)
Diagnostics	59594	

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	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption		<Not Applicable>		
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?

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	Yes
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	539108	539108
Consumption of purchased or acquired electricity	<Not Applicable>	0	478204	478204
Consumption of purchased or acquired heat	<Not Applicable>	0	3930	3930
Consumption of purchased or acquired steam	<Not Applicable>	0	465	465
Consumption of purchased or acquired cooling	<Not Applicable>	0	3930	3930
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	116	<Not Applicable>	116
Total energy consumption	<Not Applicable>	116	1025637	1025753

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	Yes
Consumption of fuel for the generation of cooling	Yes
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.

Fuels (excluding feedstocks)

Aviation Gasoline

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

3745

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

Unit

Please select

Emissions factor source

Comment

Fuels (excluding feedstocks)

Diesel

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

90268

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

Unit

Please select

Emissions factor source

Comment

Fuels (excluding feedstocks)

Fuel Oil Number 2

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

698

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-generation or self-trigeneration

<Not Applicable>

Emission factor

Unit

Please select

Emissions factor source

Comment

Fuels (excluding feedstocks)

Motor Gasoline

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

184725

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-generation or self-trigeneration

<Not Applicable>

Emission factor

Unit

Please select

Emissions factor source

Comment

Fuels (excluding feedstocks)

Kerosene

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

119

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-generation or self-trigeneration

<Not Applicable>

Emission factor

Unit

Please select

Emissions factor source

Comment

Fuels (excluding feedstocks)

Natural Gas

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

249607

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

Unit

Please select

Emissions factor source

Comment

Fuels (excluding feedstocks)

Propane Gas

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

9403

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

Unit

Please select

Emissions factor source

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	116	116	116	116
Heat				
Steam				
Cooling				

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 third-party verification or assurance

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, we do not verify any other climate-related information reported in our CDP disclosure

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

Other carbon tax, please specify (UK Streamlined Energy and Carbon Reporting (SECR))

Other carbon tax, please specify (German carbon tax)

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

Certain of our Operating Companies are subject to the EU ETS.

C11.1c

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

Other carbon tax, please specify

Period start date

Period end date

% of total Scope 1 emissions covered by tax

Total cost of tax paid

Comment

Certain of our Operating Companies are subject to UK Streamlined Energy and Carbon Reporting (SECR).

Other carbon tax, please specify

Period start date

Period end date

% of total Scope 1 emissions covered by tax

Total cost of tax paid

Comment

Certain of our Operating Companies are subject to a German carbon tax.

C11.1d

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

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Credit origination or credit purchase

Credit purchase

Project type

CO2 usage

Project identification

This credit purchase was made by Pall Corporation, a Danaher Operating Company. Project 4828 : Natural Gas based grid connected power project at Peddapuram, A.P. by Gautami Power Limited

Verified to which standard

CDM (Clean Development Mechanism)

Number of credits (metric tonnes CO2e)

285

Number of credits (metric tonnes CO2e): Risk adjusted volume

285

Credits cancelled

Not relevant

Purpose, e.g. compliance

Voluntary Offsetting

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 climate change and carbon information at least annually from suppliers

% of suppliers by number

% total procurement spend (direct and indirect)

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

Rationale for the coverage of your engagement

Impact of engagement, including measures of success

Comment

In 2021, we expect to complete the implementation of a platform that will assess, among other things, the climate-related performance of a substantial portion of our direct suppliers. Such performance will factor into an overall sustainability scoring methodology.

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

No

C12.3g

(C12.3g) Why do you not engage with policy makers on climate-related issues?

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

Please select

Attach the document

Page/Section reference

Content elements

Governance

Strategy

Risks & opportunities

Emissions figures

Emission targets

Other metrics

Comment

Danaher expects to publish our 2021 Sustainability Report in the Fall of 2021.

C15. 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.

C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

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