

W0. Introduction

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W0.1

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**(W0.1) Give a general description of and introduction to your organization.**

Thermo Fisher Scientific Inc. (also referred to in this document as “Thermo Fisher,” “we,” the “company,” or the “registrant”) is the world leader in serving science. Our Mission is to enable our customers to make the world healthier, cleaner and safer.

Whether our customers are accelerating life sciences research, solving complex analytical challenges, increasing productivity in their laboratories, improving patient health through diagnostics or the development and manufacture of life-changing therapies, we are here to support them. Our global team delivers an unrivaled combination of innovative technologies, purchasing convenience and pharmaceutical services through our industry-leading brands, including Thermo Scientific, Applied Biosystems, Invitrogen, Fisher Scientific, Unity Lab Services, Patheon and PPD. For more information, please visit [www.thermofisher.com](http://www.thermofisher.com).

As the world leader in serving science, we understand the important role we play in improving lives worldwide as we help our customers diagnose disease, develop new treatments, protect our planet and keep people safe. This defines us as a Company and inspires our global colleagues to bring their best every day. Learn more about our initiatives in our [2022 Corporate Social Responsibility Report](#).

W0.2

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**(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

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

Argentina  
Australia  
Austria  
Belgium  
Brazil  
Bulgaria  
Canada  
Chile  
China  
Colombia  
Costa Rica  
Croatia  
Czechia  
Denmark  
Finland  
France  
Germany  
Greece  
Hungary  
India  
Indonesia  
Ireland  
Israel  
Italy  
Japan  
Latvia  
Lithuania  
Luxembourg  
Malaysia  
Mexico  
Netherlands  
New Zealand  
Norway  
Pakistan  
Peru  
Philippines  
Poland  
Portugal  
Republic of Korea  
Romania  
Russian Federation  
Saudi Arabia  
Serbia  
Singapore  
Slovakia  
South Africa  
Spain  
Sweden  
Switzerland  
Taiwan, China  
Thailand  
Turkey  
Ukraine  
United Arab Emirates  
United Kingdom of Great Britain and Northern Ireland  
United States Minor Outlying Islands  
United States of America  
Viet Nam

**W0.4**

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

USD

**W0.5**

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**(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**

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(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 CUSIP number	883556 10 2
Yes, a Ticker symbol	NYSE: TMO

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	Important	The importance of sufficient good quality water varies across our businesses; for our drug production work as a contract manufacturing organization is it vital.  We purchase a wide variety of goods and services. For some of these, sufficient amounts of high-quality water is important such as pharmaceutical ingredients and integrated circuit chips.
Sufficient amounts of recycled, brackish and/or produced water available for use	Not very important	Not very important	Our businesses do not rely on large quantities of recycled, brackish or produced water directly or indirectly. Some of our facilities use recycled water for irrigation.  We do not anticipate our dependency on recycled, brackish or produced water to change in the near future.

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	We measure water withdrawals via utility invoices on a monthly basis	Water withdrawal is used to track improvements in site efficiency. We measure water withdrawals via utility invoices on a monthly basis and report data externally on an annual basis. Approximately 80% of our operations by floor space are currently monitored. Over the past 12 months, we improved our data collection procedures which increased our site coverage.
Water withdrawals – volumes by source	76-99	Monthly	We measure water withdrawals via utility invoices on a monthly basis	Water withdrawal is used to track improvements in site efficiency. We measure water withdrawals via utility invoices on a monthly basis and report data externally on an annual basis. Approximately 80% of our operations by floor space are currently monitored. Over the past 12 months, we improved our data collection procedures which enabled the collection of water data from non-municipal sources.
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	1-25	Unknown	We measure water withdrawal quality in accordance with standard operating procedures	For sites that monitor the quality of water withdrawals, this is done in accordance with their standard operating procedure
Water discharges – total volumes	51-75	Monthly	We measure water withdrawals via utility invoices on a monthly basis	Over the past 12 months, we improved our data collection procedures which increased our site coverage. Approximately 60% of our operations is monitored by floor space.
Water discharges – volumes by destination	51-75	Monthly	We measure water withdrawals via utility invoices on a monthly basis	Over the past 12 months, we improved our data collection procedures which increased our site coverage. Approximately 60% of our operations is monitored by floor space.
Water discharges – volumes by treatment method	Not monitored	<Not Applicable>	<Not Applicable>	Water discharges are monitored at a site level to comply with water discharge permits, but the data is not aggregated at the enterprise level for external reporting. We do not anticipate this metric to be aggregated at the enterprise level in the next 12 months.
Water discharge quality – by standard effluent parameters	26-50	Quarterly	Water sampling and analysis. Frequency required by permits is commonly quarterly, but will vary based on local regulations.	Water discharge quality is measured at sites in accordance with applicable water discharge requirements and permits. Many of our sites are office or warehouse-based facilities that do not have these requirements. We do not anticipate this metric to be aggregated at the enterprise level in the next 12 months.
Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)	Not monitored	<Not Applicable>	<Not Applicable>	Water discharges are monitored at a site level to comply with water discharge permits, but the data is not aggregated at the enterprise level for external reporting.
Water discharge quality – temperature	26-50	Quarterly	Water sampling and analysis. Frequency required by permits is commonly quarterly, but will vary based on local regulations.	Water discharge quality is measured at sites in accordance with applicable water discharge requirements and permits. Many of our sites are office or warehouse-based facilities that do not have these requirements. We do not anticipate this metric to be aggregated at the enterprise level in the next 12 months.
Water consumption – total volume	76-99	Monthly	We measure water withdrawals via utility invoices on a monthly basis	Over the past 12 months, we improved our data collection procedures which increased our site coverage. Approximately 80% of our operations is monitored by floor space
Water recycled/reused	1-25	Monthly	We measure water withdrawals via utility invoices on a monthly basis	Over the past 12 months, we improved our data collection procedures which increased our site coverage. Approximately 80% of our operations is monitored by floor space.
The provision of fully-functioning, safely managed WASH services to all workers	100%	Continuously	Compliance with WASH practices is continuously monitored and measured to align with regulations.	In accordance with our Environmental, Health and Safety Policy, all sites must comply with all applicable environmental, health and safety laws, regulations and other related standards we may adopt and endorse; implement sound environmental, health and safety management practices throughout our global organization, operations and activities; and operate in a manner that ensures a safe work environment.

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	19800	About the same	Increase/decrease in business activity	About the same	Increase/decrease in efficiency	Over the past 12 months, we improved our data collection procedures and restated our 2021 value.  Changes in business activity are currently the primary driver for changes in our water withdrawal.  Over the next five years we do not anticipate substantial changes in water withdrawal as increases in efficiency resulting from our approach to water may be offset by changes in business activity. Thresholds used: +/- 5% = about the same; between +/- 5-15% = higher / lower; > +/- 15% = much higher / lower.
Total discharges	17600	About the same	Increase/decrease in business activity	About the same	Increase/decrease in efficiency	Over the past 12 months, we improved our data collection procedures and restated our 2021 value.  Changes in business activity are currently the primary driver for changes in our water discharge.  Over the next five years we do not anticipate substantial changes in water discharge as increases in efficiency resulting from our approach to water may be offset by changes in business activity.
Total consumption	2200	Higher	Increase/decrease in business activity	About the same	Increase/decrease in efficiency	Over the past 12 months, we improved our data collection procedures and restated our 2021 value.  Changes in business activity are currently the primary driver for changes in our water consumption.  Over the next five years we do not anticipate substantial changes in water consumption as increases in efficiency resulting from our approach to water may be offset by changes in business activity.

**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	1-10	About the same	Increase/decrease in business activity	About the same	Increase/decrease in business activity	WWF Water Risk Filter	To identify and manage water risks across our portfolio of sites, we used the World Wildlife Fund's Water Risk Filter tool. We conducted a high-level screening of basin-level water risks across 551 Thermo Fisher sites, 24 of which were identified as being in a high-risk basin, representing 4% of our water usage. There were no exclusions for this risk assessment. Over the next five years we do not anticipate substantive operational changes that would result in a change in change to water withdrawn from scare regions.  Thresholds: +/- 5% = about the same; between +/- 5-15% = higher / lower; > +/- 15% = much higher / lower.

**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	12700	About the same	Increase/decrease in business activity	Over the past 12 months, we improved our data collection procedures and restated our 2021 value.  Changes in business activity are currently the primary driver for changes in our water withdrawal.  Nearly all fresh surface water withdrawal is related to non-contact cooling.
Brackish surface water/Seawater	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our business does not utilize brackish surface water or seawater for its operations.
Groundwater – renewable	Relevant	1200	Much higher	Increase/decrease in business activity	Over the past 12 months, we improved our data collection procedures and restated our 2021 value.  Changes in business activity are currently the primary driver for changes in our water withdrawal.
Groundwater – non-renewable	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our business does not utilize non-renewable groundwater.
Produced/Entrained water	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our business does not utilize produced/entrained water
Third party sources	Relevant	5900	Lower	Increase/decrease in business activity	Over the past 12 months, we improved our data collection procedures and restated our 2021 value.  Changes in business activity are currently the primary driver for changes in our water withdrawal.

**W1.2i**

**(W1.2i) Provide total water discharge data by destination.**

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water	Relevant	13500	Higher	Increase/decrease in business activity	Over the past 12 months, we improved our data collection procedures and restated our 2021 value.  Changes in business activity are currently the primary driver for changes in our water withdrawal.  Majority of fresh surface water discharge is related to non-contact cooling.
Brackish surface water/seawater	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our business does not utilize brackish surface water or seawater for its operations.
Groundwater	Relevant	50	About the same	Increase/decrease in business activity	Over the past 12 months, we improved our data collection procedures and restated our 2021 value.  Changes in business activity are currently the primary driver for changes in our water discharge.
Third-party destinations	Relevant	4050	Much lower	Increase/decrease in business activity	Over the past 12 months, we improved our data collection procedures and restated our 2021 value.  Changes in business activity are currently the primary driver for changes in our water discharge.

**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	4491500000	19800	2268434.34343434	We continue to accelerate the uncoupling of water usage and growth. Water withdrawal efficiency was improved by 14% compared to 2021 and we anticipate this trend to continue.

**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	Yes	<Not Applicable>

**W1.4a**

**(W1.4a) What percentage of your company's revenue is associated with products containing substances classified as hazardous by a regulatory authority?**

Regulatory classification of hazardous substances	% of revenue associated with products containing substances in this list	Please explain
Annex XVII of EU REACH Regulation	Don't know	Due to the size of our product portfolio, we are unable to quantify the % of revenue associated with products containing hazardous substances at this time.

**W1.5**

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

	Engagement	Primary reason for no engagement	Please explain
Suppliers	No	Important but not an immediate business priority	We engage with our suppliers using the EcoVadis assessment, which includes general questions on water management.
Other value chain partners (e.g., customers)	Yes	<Not Applicable>	<Not Applicable>

**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**

Education / information sharing

**Details of engagement**

Run an engagement campaign to educate stakeholders about your water-related performance and strategy

**Rationale for your engagement**

The environment is becoming an increasingly important consideration to our customers. To keep customers informed on how Thermo Fisher Scientific can support them achieve their environmental targets, we have identified two segments of customers to engage with: (i) customers actively looking to understand the environmental impact of the goods and services they purchased from Thermo Fisher Scientific and (ii) our largest customers by revenue.

The intent of proactively engaging with customers on environmental sustainability issues is to understand their expectations and how we can best meet them.

Understanding that each customer has a unique set of needs and ways to measure success our objective is to develop a holistic, but flexible program that enables our company and businesses to progress against these various metrics in partnership with our customers.

**Impact of the engagement and measures of success**

The feedback from our customers has been positive. They are appreciative of our level of engagement and participation in workshops, supplier days, surveys, and reporting platforms. This is demonstrated by an article written by our customer, Boehringer Ingelheim, on our engagement (<https://www.boehringer-ingelheim.com/about-us/sustainable-development/more-green/more-green-reducing-emissions-throughout-supply-chain>).

We measure success by how customers classify our climate performance strategy against their maturity scale. An example is the Sustainable Markets Initiative Health Systems Task Force joint supplier standards where we meet or exceed most of the standards and are evaluating the remaining with respect to our environmental sustainability strategy.

**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>	We are not aware of water-related regulatory violations.

**W3. Procedures**

### W3.1

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**(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	Yes, we identify and classify our potential water pollutants	We are working to eliminate the risk of adverse environmental impacts from wastewater discharge with a specific focus on operations that manage APIs. As mandated by regulatory requirements or determined by risk assessments, we require the collection and proper disposal of the first cleaning rinse of equipment used in the manufacturing or handling of APIs to mitigate the release of known toxins and potent pharmaceuticals into the environment.	<Not Applicable>

### W3.1a

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**(W3.1a) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.**

**Water pollutant category**

Other synthetic organic compounds

**Description of water pollutant and potential impacts**

Active pharmaceutical ingredients (APIs) are the biologically active ingredients in a pharmaceutical drug. One of the most significant impacts of environmental residues of pharmaceuticals is the development of antimicrobial resistance (AMR).

Source: <https://www.unep.org/explore-topics/chemicals-waste/what-we-do/emerging-issues/environmentally-persistent-pharmaceutical>

**Value chain stage**

Direct operations

**Actions and procedures to minimize adverse impacts**

Beyond compliance with regulatory requirements

Discharge treatment using sector-specific processes to ensure compliance with regulatory requirements

**Please explain**

We are working to eliminate the risk of adverse environmental impacts from wastewater discharge with a specific focus on operations that manage APIs. As mandated by regulatory requirements or determined by risk assessments, we require the collection and proper disposal of the first cleaning rinse of equipment used in the manufacturing or handling of APIs to mitigate the release of known toxins and potent pharmaceuticals into the environment.

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### W3.3

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

Yes, water-related risks are assessed

### W3.3a

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

**Value chain stage**

Direct operations

**Coverage**

Partial

**Risk assessment procedure**

Water risks are assessed as a standalone issue

**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

**Tools and methods used**

WWF Water Risk Filter

**Contextual issues considered**

Water availability at a basin/catchment level

**Stakeholders considered**

Customers

**Comment**

**Value chain stage**

Supply chain

**Coverage**

Partial

**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?**

1 to 3 years

**Type of tools and methods used**

Tools on the market

**Tools and methods used**

EcoVadis

**Contextual issues considered**

Access to fully-functioning, safely managed WASH services for all employees

**Stakeholders considered**

Customers

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 stakeholders considered	Decision-making process for risk response
Row 1	To inform the enterprise of water-related risks and opportunities posed by climate change and the transition to a low-carbon economy, our assessment focuses on priority manufacturing and warehouse facilities.	We strive to understand the potential risks across low-, medium- and high-case scenarios based on Representative Concentration Pathways shared by the Intergovernmental Panel on Climate Change.	Our focus is to meet the needs of our customers which includes understanding operational risks such as water.	Decisions consider the outcomes of our qualitative and quantitative risk assessment. From a qualitative perspective, our risk process includes the evaluation of risks and opportunities based on their potential impact on certain key financial statement amounts and operating results (e.g., assets, revenues, earnings, cash flow, etc.). From a qualitative perspective, we evaluate risks and opportunities based on the consideration of all of the other relevant facts and circumstances, including potential impact and probability of occurrence.

**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

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

A substantive strategic impact on our business is defined in our risk management process as follows: can increase operating costs to the point where margins are eroded; affect the reputation of the business, its products or services.

Within our enterprise risk management process, our risk assessment process includes both a quantitative and qualitative assessment of risks and opportunities. From a quantitative perspective, we evaluate risks and opportunities based on their potential impact on certain key financial statement amounts and operating results (e.g., assets, revenues, earnings, cash flow, etc.). From a qualitative perspective, we evaluate risks and opportunities based on the consideration of all of the other relevant facts and circumstances, including potential impact and probability of occurrence.

W4.2b

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**(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	Our annual insurance review to identify and assess flooding and water damage risks did identify risks at some facilities, but they are not of substantive financial or strategic impact.  The findings of the WWF water risk assessment identified several sites located in water scarce regions. Subsequent discussions with those sites did not identify near-term substantial financial or strategic impact.

W4.2c

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**(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	Thermo Fisher engages with our supply chain partners on water risk via the EcoVadis platform.  In 2022, over 625 suppliers within the Thermo Fisher network underwent a reassessment of EcoVadis' environmental module. This assessment includes questions on policy, actions and results related to water and measures.  The EcoVadis responses serve as a screen to identify potential risks that might warrant additional review and evaluation.

W4.3

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**(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

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**(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**

Water recovery from sewage management

**Company-specific description & strategy to realize opportunity**

In 2022, we installed a water reclamation system at our new Plainville, Massachusetts, site. This process is anticipated to capture and reuse up to 20,000 cubic meters of water per year, equivalent to the volume of eight Olympic swimming pools.

**Estimated timeframe for realization**

Current - up to 1 year

**Magnitude of potential financial impact**

Low-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**

**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 Commitment to prevent, minimize, and control pollution Commitment to reduce water withdrawal and/or consumption volumes in direct operations Commitment to safely managed Water, Sanitation and Hygiene (WASH) in the workplace Reference to company water-related targets	Our Global EHS Policy applies to the entirety of Thermo Fisher. The Policy outlines our commitment to operating in a manner that minimizes our environmental impact and leads to improvements in the sustainability of our business enterprise, including water and climate performance. The Policy also outlines that we will implement sound environmental, health and safety management practices in our operations and are committed to communicating environmental, health and safety policies and programs to employees and key stakeholders.  The EHS Policy can be found at <a href="https://corporate.thermofisher.com/content/dam/tfcorpsite/documents/corporate-social-responsibility/operations/Thermo%20Fisher%20Scientific%20EHS%20Policy.pdf">https://corporate.thermofisher.com/content/dam/tfcorpsite/documents/corporate-social-responsibility/operations/Thermo%20Fisher%20Scientific%20EHS%20Policy.pdf</a>

**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	The Nominating and Corporate Governance Committee (N&CG Committee) of the Board of Directors oversees corporate governance, priorities, risks and external reporting related to corporate social responsibility (CSR) matters, including those related to water. In 2023, the Company announced our first water target.

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	Overseeing the setting of corporate targets Providing employee incentives Reviewing and guiding annual budgets Reviewing and guiding corporate responsibility strategy Reviewing and guiding risk management policies Reviewing innovation/R&D priorities	The N&CG Committee oversees corporate governance, priorities, risks and external reporting related to CSR matters.  In coordination with the N&CG Committee, the Audit Committee of the Board oversees public disclosures on these matters in the Company’s SEC filings as well as the data quality related to such reporting.  Enterprise risk management is presented to the Board of Directors annually, following an extensive cross-functional review, and includes climate change risk as appropriate. Individual risk topics are presented to the Board of Directors and its committees, as applicable during regularly scheduled meetings.

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	Yes	We have at least two board members with competence on water-related issues: • Ruby Chandy serves on the Environmental, Health, Safety and Sustainability Committee at DuPont de Nemours • R. Alexandria Keith is the Executive Sponsor for Corporate Sustainability at Procter & Gamble	<Not Applicable>	<Not Applicable>

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)**

Chief Risk Officer (CRO)

**Water-related responsibilities of this position**

Assessing water-related risks and opportunities  
Managing water-related risks and opportunities  
Conducting water-related scenario analysis

**Frequency of reporting to the board on water-related issues**

As important matters arise

**Please explain**

Our Vice President, Risk Management oversees the facility onsite audit program to assess business resilience against the risks of fire and destruction caused by natural catastrophes such as hurricanes, drought, floods, wildfires, earthquakes and tornados. This audit data is compiled and presented to the sites, including recommendations to lower the risk of loss and improve business continuity planning. This audit data is used to develop strategies that build resilience into our network and critical infrastructure through capital investments and emergency planning.

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	Our annual bonus determinations include non-financial metrics (weighted at 30%), with a goal of delivering on our commitments to all stakeholders and advancing our position as the world leader in serving science.

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?

Yes, direct engagement with policy makers

W6.5a

**(W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?**

We will be developing processes over the next 24 months to ensure that our engagement activities are consistent with our environmental sustainability strategy to enable our customers to make the world healthier, cleaner and safer.

**W6.6**

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

No, and we have no plans to do so

**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	As outlined in our most recent in-depth materiality assessment, water use was identified as a Tier III issue. In 2022 we assessed our water program with consideration of stakeholder expectations and business operation. The assessment identified opportunities to strengthen the program including incorporation into longer-term business decisions. We are proceeding with those opportunities including increased program resourcing with a focus on the development of a long-term strategy, commitment and business processes. Additionally, during this reporting cycle, we initiated an interim materiality assessment that uncovered early insights on evolving markets, regulations and societal and environmental expectations. These insights will inform our next comprehensive materiality assessment and help shape the future direction of our CSR strategy, commitments and impact.
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	Please select	In 2022 we assessed our water program with consideration of stakeholder expectations and business operations. The assessment identified opportunities to strengthen the program including incorporation into longer-term business decisions. We are proceeding with those opportunities including the announcement of our first water target: by 2024, we will assess water usage for water-intensive manufacturing facilities in water-scarce areas.
Financial planning	Yes, water-related issues are integrated	Please select	In 2022 we assessed our water program with consideration of stakeholder expectations and business operation. The assessment identified opportunities to strengthen the program including incorporation into longer-term business decisions. We are proceeding with those opportunities including financial planning at the corporate level for our water program.

**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)**

-4

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

0

**Please explain**

CAPEX specific to water-related infrastructure is not tracked at the enterprise level but is estimated to be flat during the last final year and is anticipated to be into the future.

Water-related OPEX is estimated based on water withdrawal, which was down 4% from the previous year.

**W7.3**

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

	Use of scenario analysis	Comment
Row 1	Yes	We utilize the Climanomics platform and WWF Water Risk Filter Tool to understand the climate-related risks associated with water (e.g., flooding, water scarcity) in the decades to come.  By utilizing the analysis of the combined outputs from these tools, we are able to understand that water scarcity is a regionally specific variable to consider. This analysis can provide context to support future investment and facility siting. For existing facilities in these regions, it also indicates that we should become more aware of local policy and its impact from a financial and reputation perspective.

**W7.3a**

**(W7.3a) Provide details of the scenario analysis, what water-related outcomes were identified, and how they have influenced your organization's business strategy.**

	Type of scenario analysis used	Parameters, assumptions, analytical choices	Description of possible water-related outcomes	Influence on business strategy
Row 1	Water-related Climate-related	The two scenarios utilized including the high-end scenario pathway representing a world with unequal and unstable socio-economic development (SSP3) and high GHG emission levels (RCP6.0 /RCP8.5) and the current trend scenario pathway representing a world similar to current socio-economic development trends (SSP2) and intermediate GHG emission levels (RCP4.5 /RCP6.0).	The climate scenario analysis identified increasing water scarcity in California and Mexico under both scenarios, which could impact facilities in those regions.	By utilizing the physical scenario analysis of the WWF Water Risk Filter Tool, we are able to understand that water scarcity is a regionally specific variable to consider. This qualitative analysis can provide context to support future investment and facility siting. For existing facilities in these regions, it also indicates that we should become more aware of local policy and its impact from a financial and reputation perspective.

**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**

The value of water is highly dependent on the availability, or lack thereof, within the watershed basin region. A single or set of prices on water may not accurately provide the right framework to achieve our intended results. Instead, we will take a science-based approach toward the amount of water used compared to the generation capacity of the water basin.

**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	No, but we plan to address this within the next two years	<Not Applicable>	Other, please specify (Design for Sustainability systems in development to enable robust environmental claims.)	One component of our climate strategy is to increase our understanding of the impact of our products and services, embed sustainable principles into the design process, and improve the transparency of the impact of our goods and services to our customers. This includes impacts to climate and water.

**W8. Targets**

**W8.1**

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

Yes

**W8.1a**

**(W8.1a) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.**

	Target set in this category	Please explain
Water pollution	No, and we do not plan to within the next two years	Water pollution is not considered in our current targets, and we do not expect it to be within the next two years. We anticipate our climate program to continue to develop over the coming years to incorporate other water-related issues.  We are working to eliminate the risk of adverse environmental impacts from wastewater discharge with a specific focus on operations that manage active pharmaceutical ingredients (APIs). As mandated by regulatory requirements or determined by risk assessments, we require the collection and proper disposal of the first cleaning rinse of equipment used in the manufacturing or handling of APIs to mitigate the release of known toxins and potent pharmaceuticals into the environment.
Water withdrawals	Yes	<Not Applicable>
Water, Sanitation, and Hygiene (WASH) services	No, and we do not plan to within the next two years	WASH is not considered in our current targets, and we do not expect it to be within the next two years. We anticipate our climate program to continue to develop over the coming years to incorporate other water-related issues.  In accordance with our Environmental, Health and Safety Policy, all sites must comply with all applicable environmental, health and safety laws, regulations and other related standards we may adopt and endorse; implement sound environmental, health and safety management practices throughout our global organization, operations and activities; and operate in a manner that ensures a safe work environment.
Other	Please select	<Not Applicable>

**W8.1b**

**(W8.1b) Provide details of your water-related targets and the progress made.**

**Target reference number**

Target 1

**Category of target**

Water withdrawals

**Target coverage**

Company-wide (direct operations only)

**Quantitative metric**

Other, please specify (% of facilities assessed)

**Year target was set**

2023

**Base year**

2022

**Base year figure**

0

**Target year**

2024

**Target year figure**

100

**Reporting year figure**

0

**% of target achieved relative to base year**

0

**Target status in reporting year**

New

**Please explain**

In 2023, we set our first water target to assess water usage for current water-intensive manufacturing facilities in water-scarce areas, by 2024. Water intensity means a facility using over 25,000 cubic meters of water per year. This target applies to manufacturing facilities, limiting the target coverage to business activity.

**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	Please select	<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	Please select	<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	Please select	<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	Please select	<Not Applicable>	<Not Applicable>	

W10.5

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

	Activity applies	Comment
Production of plastic polymers	Please select	
Production of durable plastic components	Please select	
Production / commercialization of durable plastic goods (including mixed materials)	Please select	
Production / commercialization of plastic packaging	Please select	
Production of goods packaged in plastics	Please select	
Provision / commercialization of services or goods that use plastic packaging (e.g., retail and food services)	Please select	

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	Sustainability Program Director	Environment/Sustainability manager

SW. Supply chain module