



Corporate *Responsibility*

REPORT 2010

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Agora Center

The Agora Center is one of three primary campus buildings at Promega headquarters. The Agora serves business and community with retail, Promega offices and park space for special events.

“We are on the cusp of a paradigm shift, and it is imperative that we change our perspectives regarding our relationship to our natural resources, animals, plants and each other. We need to learn how to bridge the gulf between our thinking, our beliefs, and the wisdom that is in Nature everywhere we look. We only have to open our eyes, and see in a new way. It is a new partnership forged between the human species and every element of nature. It is time to open the doors and look for the answers that are all around us.”

—William A. Linton, Chairman and CEO
Excerpt from acceptance speech to Wisconsin Technology Council, June 2010

With directed focus on Sustainability at Promega since the program launch two years ago, real change has occurred. In October 2010, Promega showed its growing commitment by joining the UN Global Compact to align with many other organizations worldwide that are embarking on this same journey. In just two years, the majority of the environmental goals set for 2012 have already been achieved. Whether seeking to improve existing processes or incorporating sustainable technologies like renewable energy on new buildings, continuous focus is placed on reducing our environmental impacts. Beyond environmental impacts, Promega continues to strive to be active in local communities and to care for employees. Supporting and serving in the areas of education, wellness, and the arts are small steps toward a better tomorrow.

As the global movement and Promega’s program mature, we recognize the use of the term “sustainability” is narrowing to mean only environmental influences. Promega’s program was founded on the triple bottom line framework and aimed to address environmental, social and economic impacts. Given this scope, “Corporate Responsibility” is a more appropriate term for this program as a whole. Through rebranding this program we aim to ensure that Promega efforts at environmental and social responsibility are demonstrated.



As each year brings new changes to our planet, preserving the delicate balance between society and our natural resources is an increasing challenge. We are reminded that preservation extends beyond the act of saving a natural environment, slowing our use of natural resources and saving natural habitats. We must also save the lessons learned in all regions of the world and maintain information specific to mankind that will impact on our future.

In this information age, it seems that preserving this knowledge would be easy. Yet, in the complexity of understanding our natural world, it can be difficult to prioritize how to focus our limited resources. When it comes to understanding our natural world, there's so much more to learn from Nature itself.

Much of that knowledge has already been lost. An estimated 99.9% of all species that have ever existed on this planet are now extinct. And of the species alive today, over half of them are contained in our rainforests. Yet our rainforests are some of the most undiscovered places on earth. Within the Peruvian Amazon alone, most of the flora is still undiscovered. Meanwhile rainforest destruction brings an estimated 50,000 species to extinction each year. With 25% of all medicines are based in rainforest botanicals, threat of extinction to various species reduces the options for future medicines*.

*Sited by Paradise Earth, Cal Tech, and Rain-Tree.com

In 2010, Promega was fortunate to support one of the largest extant collections of Amazonian flora from Northern Peru. Over the last few decades, 100,000 botanical specimens were carefully collected in that region of the Amazon, but there were no resources to catalog, database or share the findings. A region so rich in biodiversity was poor in knowledge-based tools like computers and scanners. Promega supports an initiative to bring the collection to the world. Today a joint effort is underway between the Universidad Nacional de La Amazonia Peruana and Botanical Dimensions (a non-profit committed to the collection, protection preservation and understanding of ethnobotanicals with potential medical significance). In the next three years, these specimens will be available in a digital library to scientists worldwide.

Initiatives like this remind us all that leaving a better future to our children isn't just in a place, a program or a trust, but also in knowledge that can bring better medicines, greater environmental sustainability and a richer life for all living things on this planet.

William A. Linton,
Chairman and CEO

Agora Center

The Agora Center houses Promega's non-lab departments, such as sales, marketing, finance and IT.



Corporate *mind*

Overview

Promega Corporation is the largest privately held life sciences company in the world, with corporate headquarters located in Madison, Wisconsin, USA. Promega has a large global presence including branch offices in 15 different countries as well as manufacturing facilities in San Luis Obispo and San Jose, California, USA; Shanghai, China; and Seoul, South Korea. In the coming year, a branch office will also be

opening in Brazil in order to provide better service and support to South American customers. From 2009 to 2010, the company experienced exceptional growth. Revenues grew by more than 11% to 259 million dollars (US), with approximately 7% reinvested in research and development. Promega has 1096 FTE positions worldwide, and 46% of full-time employees are women.

Promega Worldwide Locations: With branch offices in 15 countries and more than 50 global distributors Promega works to support scientists worldwide.



Promega Governance



Promega is governed by a Board of Directors, the Corporate Leadership Team and a number of global Branch Managers. As the guiding force of the company, these groups are responsible for setting company strategy and providing organizational oversight. This group in total is made up of 23 individuals, of which 21% are women. Employee time and efforts are highly valued and compensation is tied to individual and overall corporate performance.

Corporate Values

Promega Corporate Mission Statement:

To provide the most innovative biological reagents and integrated systems used in research and applied technology worldwide.

In carrying out our mission, we strive to preserve and pursue these core values:

- Honesty, integrity and respect for all employees, customers and suppliers
- Open access to information for all employees
- Balance of work and life activities
- Recognition and reward of achievement through creativity, risk taking, process improvements and innovation
- Adaptability and flexibility in the workplace
- Contribution to the advancement of science and to the improvement of life in the world community

Promega is an equal opportunity employer and is richly benefited by the diversity of its workforce. We follow a global code of conduct, and employees are reminded annually of this commitment. This code of conduct is also always available and accessible on the corporate intranet site and can be read in detail there.

Corporate Vision

Promega Corporation is built on a vision where

- Innovative research tools accelerate scientific discovery
- Life science research can lead to the cure and prevention of many diseases
- The work environment nurtures creativity
- The corporation appreciates and values the contributions of each employee



Creative Approach

Although meticulous and rational, scientists must also maintain imagination in their work if they are to discover the mysteries of the unknown. In response to the needs of such individualists, we have a long and creative tradition of doing what is best versus what is expected. That independent spirit and determination has led to a number of firsts that continue for Promega in each of its multiple roles as a business, a member of the community and an employer.

Today, Promega is the largest privately held life science company in the world, an accomplishment of which we are very proud. In an environment where acquisition is the norm, we have maintained independence and instead, forged selective, global partnerships. As an example, we work with proteomics experts at the Kazusa Institute in Chiba, Japan (the sister state to Wisconsin) as well as with thought leaders in life science research at the University of Wisconsin-Madison.

Supply Chain Management

To date, Promega's Corporate Responsibility program has focused on the part of the supply chain over which we have direct control. As this report demonstrates, we are measuring and reporting on our people, planet and community impacts. However, while we recognize the value and importance of further developing our Corporate Responsibility through engagement of our suppliers, our program has not yet expanded into that arena.

We realize that there is still much room for improvement throughout our global supply chain. In 2011, we plan to tackle this further by reaching out to suppliers to learn about their commitments to sustainability. Once we better understand their efforts and commitments, we can collaborate and achieve even greater success.



Promega embraces the values of corporate responsibility through all aspects of operations and supply chain and strives toward leadership.



Product Offerings

A production scientist manufactures a pre-amplification component for the Promega PowerPlex® systems.

Product *reach*

Overview

Promega's investment in research and development for more than 30 years has led to an offering of over 2,000 products used to answer a variety of scientific questions. This commitment to innovation has proven valuable to customers as evidenced by thousands of scientific publications referencing the use of Promega reagents and instruments. Promega products play a vital role in supporting scientific advances made in the following areas:

Molecular Diagnostics

Medical technicians and clinical pathologists prepare DNA samples before performing diagnostic tests for organ transplants, infectious diseases and genetic screening.

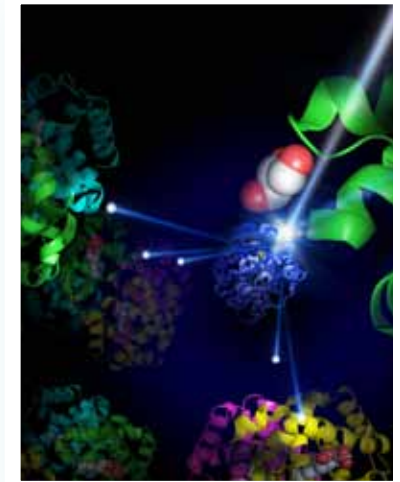


The PowerPlex® ESX and PowerPlex® ESI Systems address the needs of the next-generation European STR genotyping systems.

Basic Research

University, private institute and government research labs around the world use Pro-mega products to uncover how biological systems operate at a cellular and genetic level. These scientists seek to apply this knowledge in preventing disease, finding new cures and understanding the natural world around us.

The HaloTag® Mammalian Protein Purification System overcomes problems scientists experience while purifying genetically engineered fusion proteins. Researchers improve the recovery of difficult-to-express proteins, resulting in a tag-free protein ready for mass spectrometry analysis.



Drug Discovery

Biotechnology and pharmaceutical labs need tools to screen tens of thousands of compounds only to identify a handful of potential new drug candidates. These industrial researchers look for tools to shorten their product development cycles and reduce costs by weeding out undesirable drug characteristics (e.g. toxicity) sooner.

The ApoTox-Glo™ Triplex Assay measures multiple biomarkers to study the mechanism of cell death. The assay helps researchers assess a drug candidate's toxic effects, making it a valuable, predictive and cost-effective tool for drug discovery.

Forensics and Paternity Testing

DNA analysts create genetic profiles (DNA typing) to identify both victims and suspects during a criminal investigation. These same tools are applied in determining paternity and other familial relationships needed to identify victims of natural disasters.

New PowerPlex® 18d System allows amplification of STR loci directly from DNA collected on FTA® cards used to preserve blood and cheek swab samples. Forensic database and paternity testing laboratories are able to create an individual genetic profile without using additional DNA extraction steps.



Dr. Mark Zanin working in his lab at The Bionic Ear Institute.

Promega in the Real World

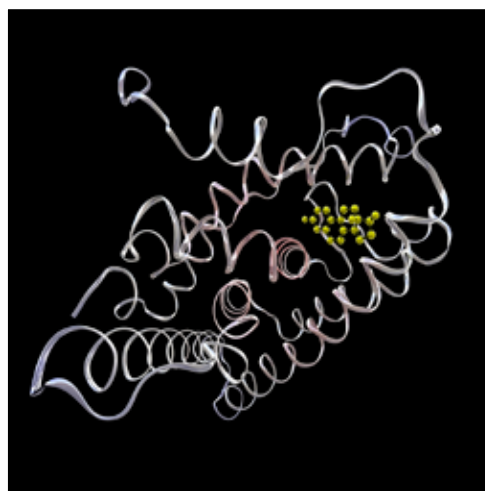
Bionic Ear

The bionic ear is an implant that allows the combination of mechanical and natural. The implant is inserted into the inner ear and allows deaf people to hear by transmitting sound signals to the auditory nerve. Its performance is far from perfect but it allows a person who is deaf to hear speech. Today scientists are working on ways to improve the performance. In deafness, the auditory nerve begins to die over time. One lab in Australia is concentrating on ways to keep the auditory nerve healthy enough long term to work with the mechanical implant. To do that, scientists have created a “mini drug factory” of sorts that is part of the mechanical implant. But the question is how long can the drug factory work? To help them answer that, scientists are using Cell Titer Glo to help test the viability of the cells in the mini drug factory. So far, tests look good. If the strong performance continues, scientists may be close to a more robust bionic ear that can help maintain the health of the auditory nerve, allowing someone to continue to hear the words of others over time.



Searching for Better Treatment for Breast Cancer

At a university cancer research lab, a scientific team studies estrogen – a hormone that can influence both breast health and the growth of breast cancer compounds. Researchers examine how the estrogen receptor is regulated. Specifically they examine behavior of an estrogen receptor cofactor, which contributes to the regulation of estrogen actions. To advance their understanding, they work with a new mass spec, “top-down” protocol which requires a greater volume of sample. Working with Promega HaloTag technology, scientists were able to produce the larger amounts of protein with high purity. Today, scientists are able to take a “snap-shot” of the cofactor in action. With the ability to precisely examine this estrogen regulator, researchers are hopeful they can further the understanding to the development of a better therapeutic tool for breast cancer.

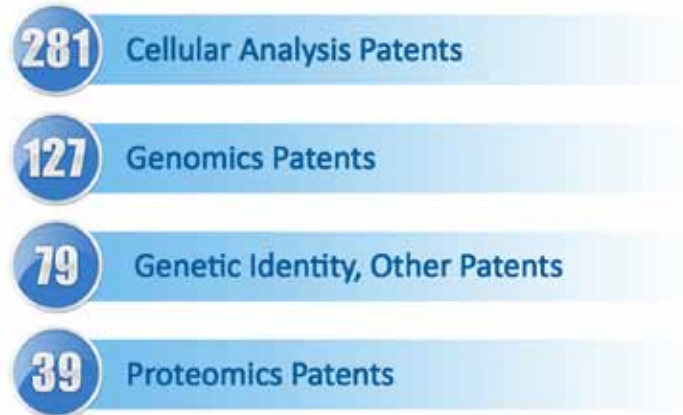


A model of a molecule of estradiol (in yellow), one of several estrogen steroid hormones, binding to an estrogen receptor.

Investments for the Future

With significant dedication to research and development, Promega scientists create groundbreaking technologies to support increasingly complex scientific experiments and methods. In 2010, over \$23 million was invested in research and development, and 60 new patent applications were filed. Promega has extensive intellectual property as a result of investments in research and development.

In addition to developing our own intellectual property, Promega works with academic institutions and other entities to license and develop promising technologies. As a member of the Wisconsin Alumni Research Foundation Research Tool Subscription Program, Promega has the opportunity to take a first look at new technologies from the university.



Quality Process & Product

Promega is continuously striving to hold operations to higher standards by seeking external verification and certification of internal systems. Promega Madison was first certified to international standards for quality management systems in 1998 and is currently certified to the ISO13485 standard, required for the development, manufacture, testing and delivery of medical devices around the world. Just recently, Promega's European distribution headquarters, Euro Hub, earned ISO13485 certification, increasing the total to 15 of 18 locations certified worldwide. The ISO series of quality management system standards are developed and maintained by the International Organization for Standardization. In addition, European branches are registered to sell certain IVD devices in their territories

Promega takes great pride in the products it produces and in ensuring customers receive safety data, as well as comprehensive technical data sheets on the use of Promega products. This information is either shipped with the product, emailed, available on our web site or an iPhone application, or explained at the time of service delivery. A high level of integrity is applied in all product claims and use information as the incident table below indicates.

Product Responsibility and Non-Compliance*	2008	2009	2010
Incidents regarding product health and safety codes	0	0	0
Incidents regarding product information and labeling	0	0	0
Incidents with marketing communication regulations	0	0	0
Breaches of customer privacy and loss of customer data	0	0	0
Incidents concerning provision and use of products or services	0	0	0

*Only incidents resulting in fines or warnings are listed.



Global Focus

From power to paper, Promega reduced consumption and increased awareness world-wide.

Planet *aware*

Overview

As a company steeped in the life sciences, Promega understands the importance of learning from natural history in order to preserve the earth's ecosystems. Promega is committed to understanding its environmental impacts and limiting the overall footprint. As a global organization, every Promega location worldwide is challenged to increase efforts to preserve the natural environment.

When formalizing our Sustainability Program in 2009, Promega set several targets to achieve environmental improvement by the end of 2012. Today, 4 of the 6 environmental goals have been reached. This accomplishment is thanks to many individuals worldwide identifying opportunities for improvement and taking action. Of course,

this is just the beginning. By raising awareness and by becoming more 'contextually sensitive', the principles of sustainability found in biological and ecological systems can gradually be mirrored in our own business practices.

Like the products we make, sustainability is the sum of many small steps paving the way to something great and like the planet we inhabit, it requires attention and concern. It is arguably, a continuous journey rather than a race towards some tangible finish line. Having met the majority of the 2012 goals, and in the spirit of continuous improvement, it's time to set new goals. By the end of 2014, Promega will aim to reduce greenhouse gas emissions, energy, water, waste, and paper by 10% as indexed to revenue based off our 2010 baseline.

Responding to Climate Change

Appreciating the threats of climate change, Promega is striving to reduce our greenhouse gas emissions at all levels of the business operation. By compiling an inventory of direct emissions from fuel combustion and indirect emissions from purchased electricity, transportation and outgoing distribution, it's possible to recognize our largest sources of emissions.

Continuing to improve understanding of emission sources with focused action on the primary contributors has helped drive a 12% reduction in greenhouse gas emissions since 2008 as indexed to revenue. Shifts in electricity and natural gas usage were the primary contributors to this improvement over the past two years.

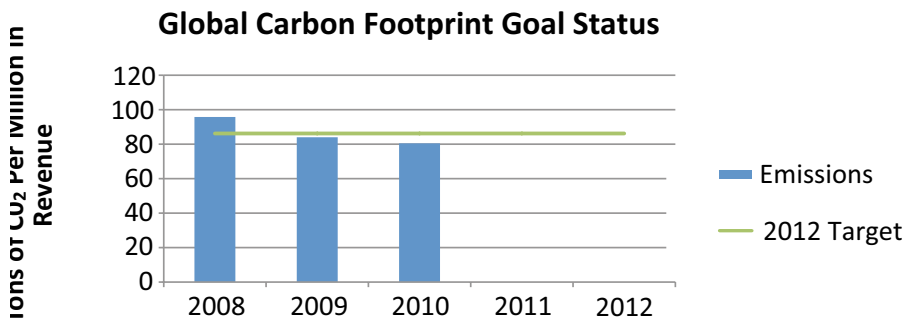


Figure 1. Progress toward our 2012 greenhouse gas emissions reduction goal.

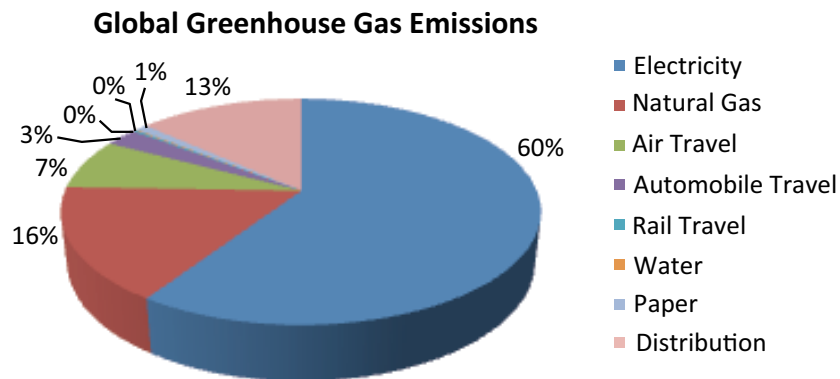


Figure 2. Composition of Promega greenhouse gas emissions by activity.

Energy Consumption

Promega energy use contributes to over 75% of the company's annual global greenhouse gas emissions. Therefore, it is a primary focus for improvement. During a two year period with significant business growth, overall energy use has remained flat. Since 2008, revenue grew by 17%, but gross electricity use grew by only 4%, while natural gas actually decreased by 4%.

The energy used is provided from purchased electricity, generated electricity, and the combustion of natural gas. Energy will always be vital to the business, so efforts to improve energy efficiency and use of renewable energy sources will be ongoing.

Electricity

Electricity is the largest single contributor to the Promega carbon footprint. It accounts for 60% of 2010 emissions. With specific initiatives in 2010 and improved awareness of the ways in which employees can be more energy conscious, Promega achieved considerable improvements. Since 2008, there has been an 11% reduction in energy use indexed to revenue through the end of 2010.

Significant improvements were implemented at corporate headquarters in Madison, Wisconsin, where over 90% of total global electricity is consumed. In 2010, lighting was a major focus for improvement and lighting was retrofitted throughout most of our Madison campus. Over 260 total lighting ballasts were retrofitted with more efficient units. Worldwide, many Promega buildings are designed to use natural lighting but lighting continues to be one of the simplest and most cost effective ways to reduce energy usage.

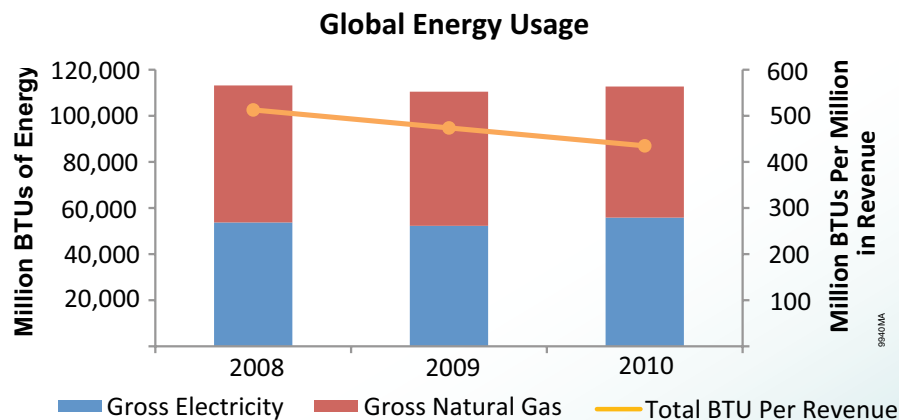


Figure 3. Global energy composition and usage at Promega indexed to revenue.

- Lighting will continue to be a focus for 2011 with plans to retrofit our parking structure in Madison, WI and switch to more energy efficient neon lighting at our European Distribution hub, “Euro Hub”, in Mannheim, Germany.
- In 2011, air compressors will be converted to variable drives to run as needed instead of constantly. This will eliminate wasted energy at our manufacturing sites in Madison, Wisconsin.

In addition to projects to improve energy efficiency, efforts have been made at all locations to increase the awareness on ways that employees can reduce their usage. Simple steps such as turning off lights and equipment can have significant impact when performed by many individuals. By working to provide metrics in a timely manner and by providing friendly reminders on light switches, employees are reminded of the impact they can have.

Promega branches have made strides to reduce energy usage as well:

- The European Distribution Hub, “Euro Hub”, in Mannheim, Germany developed a sustainability team in 2010 to identify opportunities to reduce energy use and other environmental impacts. In September 2010, the Euro Hub started installing motion sensor controls on light switches to eliminate wasted energy in common areas and bathrooms and started transitioning 30 older freezers to newer models that are three times more energy efficient. These efforts will be completed in 2011.
- In 2010, Promega Biosystems in Sunnyvale, California, started working towards certification from Santa Clara County as a “Green Business” and expects to achieve this certification in early 2011. In energy efficiency alone, the Sunnyvale branch switched to more energy efficient lighting throughout their building, changed vending machines to motion sensor activation, added motion sensors in their lunch room, and installed new thermostats for improved energy control.

Beyond energy reduction, in 2010, Promega made significant investments to generate and purchase renewable energy. Using renewable energy eliminates greenhouse gas emissions that otherwise would have been emitted during energy production.

- Over 250 photovoltaic panels were installed on the Aviations Operation building in Madison, Wisconsin. This is the largest solar array in Dane County, Wisconsin. These photovoltaic panels are rated to produce 72,700 kilowatt hours annually – equivalent to the usage of at least seven households annually. To see the current production of this system, please visit this [live dashboard](#).
- Additionally, Promega will purchase 100% renewable energy for energy not provided by the solar panels at our Aviation Operations building. Some of the renewable energy generated by the solar array will go back to the local grid as part of the Madison Gas and Electric’s Green Power Partners Program.



The solar array on the Promega Aviations Hangar is one of the largest statewide.

Natural Gas

Natural gas is the largest source of direct air emissions and second in overall emissions. Natural gas is used primarily at our manufacturing sites for heating and production related processes but few branch offices use natural gas. Through equipment improvements and better management of our heating requirements, dependency on this resource decreased substantially during times of growth. The gross natural gas consumption decreased by 4% and 19%, respectively, as indexed to revenue since 2008, amounting to almost twice the reduction that was targeted and in half the time. This achievement is significant especially considering the fact that headcount increased by 13% during this period. To reduce further impacts from natural gas use, Promega is using renewable energy sources in some instances for air heating and water heating.

- At the Aviations Operation building in Madison, Wisconsin, geothermal heating was installed to eliminate natural gas dependency and provide clean heating.
- At Promega Global Headquarters, a boiler derating will occur in 2011 that will enable continued reduction in natural gas consumption.

Direct air emissions outlined below are from heating, emergency generators and business operations in North America. All of these emissions are below threshold levels set by local and federal organizations. We continue to evaluate options to reduce direct emissions globally even further.

Table 1. Direct Air Emissions from North American Operations.

	NOx	N2O	CO	CO2	SO2	PM	VOC	Pb	HAP
2010	2.30	0.05	1.87	2,649	0.01	0.17	1.00	0.00	0.19
2009	2.54	0.04	2.05	2,237	0.01	0.17	1.13	0.00	0.19
2008	2.54	0.04	2.11	2,329	0.01	0.17	1.37	0.00	0.16

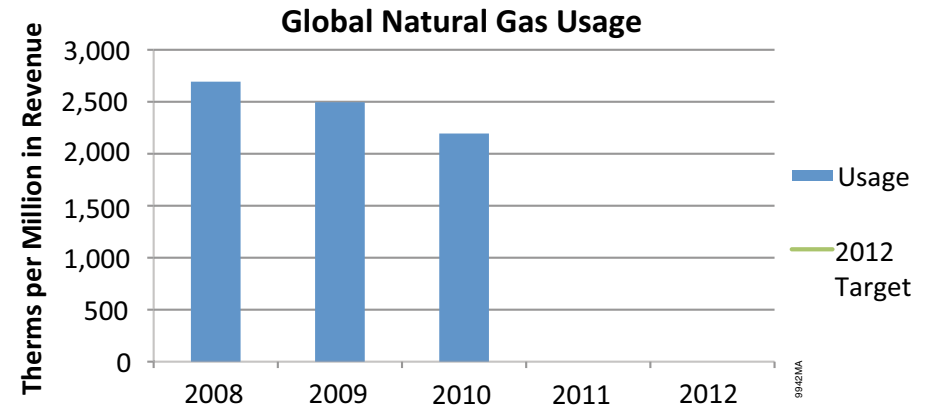


Figure 5. Natural Gas usage indexed to revenue as compared to 2012 goal.

Distribution

Much effort is invested to ensure that our products get to customers quickly and safely. Focus has also been placed on reducing air emissions by using more efficient modes of transport and reducing the weight of packaging materials. Due to product requirements for temperature regulation and customer expectations, roughly 90% of our shipments are currently sent via air. Our Logistics teams continue to be committed to finding ways to further reduce emissions from distribution while assuring the same high level of service to our customers.

In 2010, outgoing shipments from Promega owned distribution hubs globally were tracked to understand the indirect greenhouse gas emissions. Data were collected on the weight, distance, and mode of transportation of all shipments in North America, to distribution facilities globally, as well as to users and third party distributors. Previous years' estimates have been made on emissions from shipments outside of North America based on revenue.

There continue to be significant reductions from transitioning to the use of a "Pallet Shipper" for international shipments to distribution sites. This method of shipping allows for smaller and lighter shipments resulting in fewer air emissions and cost savings.

Promega Helix

To reduce further emissions from distribution, Promega offers a state-of-the-art, on-site inventory management system called Helix. Helix consolidates orders into one weekly shipment allowing more products to be sent with less shipping and materials. The system makes storing and shipping inventory easier on the business and the planet.



In 2010, Promega purchased carbon credits to offset the greenhouse gas emissions from energy use of all Helix units. In addition, emissions from initial unit shipment and product distribution through this channel are also offset. In 2010, Helix offset over

450 emissions worldwide by supporting renewable energy projects. To see more information on the projects supported and learn how to participate, please visit www.promega.com/helix.

Distribution By Region

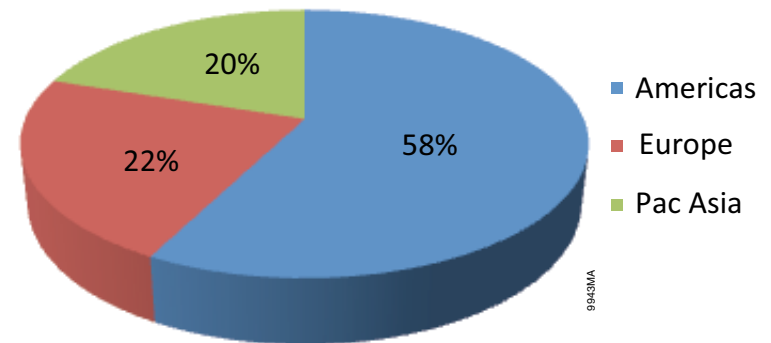


Figure 6. Composition of emission related distribution by region.

Business Travel

As a global company, travel is essential to building strong customer relations and general business operations. Reducing travel to customer sites is difficult, but with the use of video conferencing systems at every Promega location, it's possible to minimize travel to reduce emissions. Business travel via air, automobile, and rail make up about 10% of the Promega current carbon footprint.

Business Travel Carbon Footprint

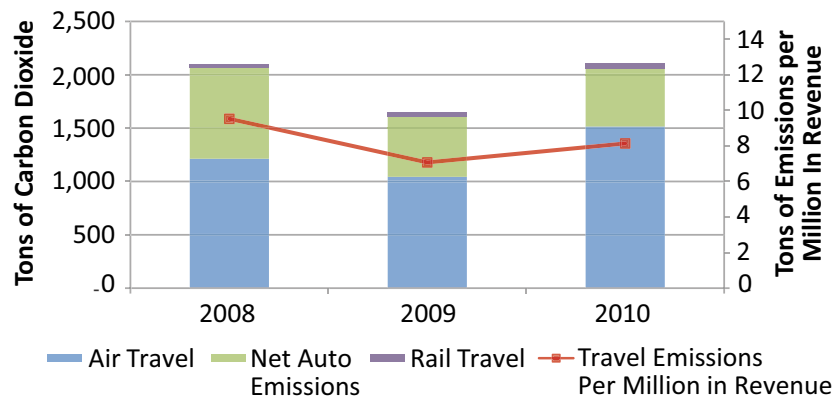


Figure 7. Sources of travel emission gross and indexed to revenue.

Air Travel

Since 2008, global air travel has reduced by 8% indexed to revenue. In Europe and Pac Asia, branches are using more environmentally efficient high-speed rail in lieu of air travel to reduce carbon emissions. Due to its efficiency, rail travel contributes only a small portion to our carbon footprint from travel. When travel is necessary, efforts are made to use the most fuel efficient mode.

Table 2. Locations with Largest Total Travel Reduction Since 2008

Location	Reduction in Distance
Spain	42%
Australia	36%
France	26%

Automobile Travel

Reduction in environmental impacts of automobile travel has been accomplished by moving toward a more fuel-efficient fleet at several locations worldwide. Promega Benelux, Promega AG in Switzerland, and Promega KK in Japan are just a few of the locations to move to more efficient and ecologically sound fleet. In the United States, enrollment in Emkay's "GoGreen" fleet program enables increased use of hybrids and other high-efficiency vehicles. As part of this program, we plant trees each year to offset any unavoidable greenhouse gas emissions generated from Promega fleet travel in the United States. Since our enrollment in 2009, Promega has offset over 570 tons of CO2 as members of the "Go Green" program.

Global Auto Travel

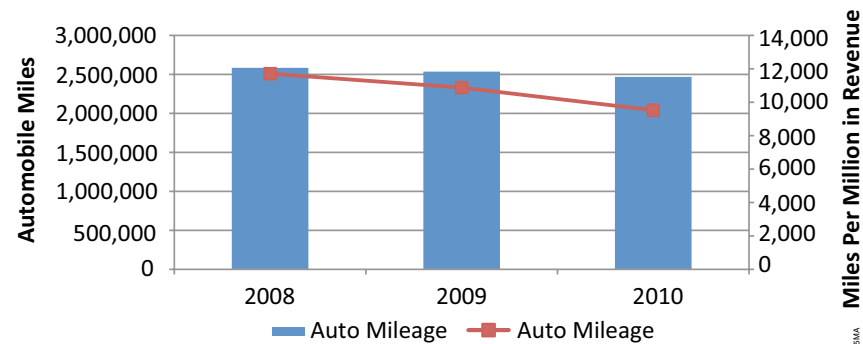


Figure 8. Gross auto mileage and mileage indexed to revenue.

To reduce the environmental impact of employee commuting, alternate transportation programs have been implemented in a number of locations worldwide. The goal is to encourage use of public transportation, ridesharing or biking to work. To further reduce the impact of employee commuting, staff started an "Alternative Transportation Program" at Global Headquarters to educate and encourage employees on more environmentally friendly options for getting to work. All buildings at corporate headquarters in Madison have bikes for employees to use and resources to support cyclists such as pumps and bike repair kits. Many locations worldwide have similar programs in place to encourage employees to bike to work, use public transport, or rideshare. Promega Biosciences in California and Promega UK were specific locations that expanded their programs to encourage cycling by employees.



Figure 9. Certificate received for offsetting carbon emissions from fleet travel in North America.

Paper Usage

In evaluating paper usage, Promega strives to embody the mantra of “Reduce, Reuse, Recycle”. Adoption of emerging media channels has enabled enhanced communication with our customers while at the same time reducing the impact on the environment. By using iPhone/iPad applications, blog, electronic catalog or online support, communications can also be more efficient.

In 2008, aggressive goals were set to reduce paper 50% by 2012. With significant efforts and investment Promega transitioned from most paper catalogs, instruction manuals, print marketing, and a majority of other corporate communications to electronic formats. In just two years, paper usage globally has reduced by 78%. Some additional efforts to reduce paper usage include:

- Using Recycled Paper and Duplex Printing: Many global locations have transitioned to 100% recycled paper and turned on automatic duplex printing where possible. These efforts provide value to the environment by reducing air emissions, combating deforestation, and limiting waste.

- In 2010, Promega Italia switched to recycled paper through the Portucel Soporcel group that enabled the planting of 155 trees in Portugal in order to improve biodiversity in the region.
- Use of iPads: In 2010, our North American Field Application Specialists, along with branches such as Promega UK and Promega France, adopted iPads in order to better service customers while eliminating the use of printed resources.
- Sending electronic copies of required Material Safety Data Sheets (MSDSs): In August 2010, Promega started sending electronic copies to customers resulting in a savings of over 5,000 pieces of paper a month. Currently about 25% of all MSDS are sent via email and we hope to increase this figure as more customer email addresses are gathered.
- Electronic invoices: In 2009, European branches issued electronic invoices and they continue to recommend this option to available customers in Europe.
- Promega Benelux is one location that uses e-invoicing to reach 30% of customers in order to purchase less printed paper. When paper is absolutely necessary, 100% recycled paper is used.

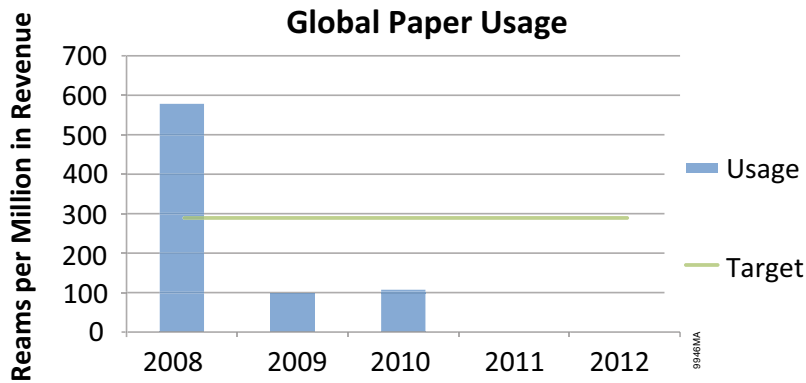


Figure 10. Global paper usage indexed to revenue since 2008.

Table 3. Gross Paper Usage by Category

	2008	2009	2010
Plain Paper (Reams)	117,874	14,179	19,302
Printed Paper (Reams)	9,758	8,720	8,497

Additional information has been gathered and included for 2007 and 2008 resulting in a variation from the numbers reported in our 2008 Corporate Sustainability Report.

Waste

Results of efforts to “Reduce, Reuse, Recycle” can be measured in part by the waste impact. Over the past two years, recycling efforts increased substantially globally. Internally, employees are also increasingly focused on using recycled or biodegradable materials and recycling as much as possible. Some key areas of focus included:

- In 2010, over 400 personal recycling bins were picked up by employees at our Madison campus alone as part of events to increase awareness and education on recycling. Through this program, recycling bins were placed in all conference rooms to make recycling convenient and visible.
- In August 2010, another program was initiated at our Corporate Headquarters to recycle empty pipette tip boxes, which were previously going to landfills.
- Since August, over 1,780 pounds of pipette tip boxes were recycled.
- Many cafeterias and kitchenettes saw change thanks to globally made efforts to use more environmentally friendly materials.
- Headquarters completely transitioned away from the use of polystyrene cups last year and now use compostable and recyclable cups instead.
- In 2010, Promega Biosystems transitioned to the use of post-consumer recycled or biodegradable materials throughout their kitchen and restrooms.
- In fall 2010, a process was set in place to capture and recycle polystyrene received from shipping and receiving in all locations globally.

Being in the biotech industry, manufacturing processes often require work with potentially hazardous substances. There is responsibility that comes with the use of these products and there is an obligation to reduce waste while ensuring that, at the end of their life, these products are disposed of responsibly. Promega is regularly analyzing hazardous waste streams for reduction opportunities and continues to recognize the value in absolute reduction wherever possible.

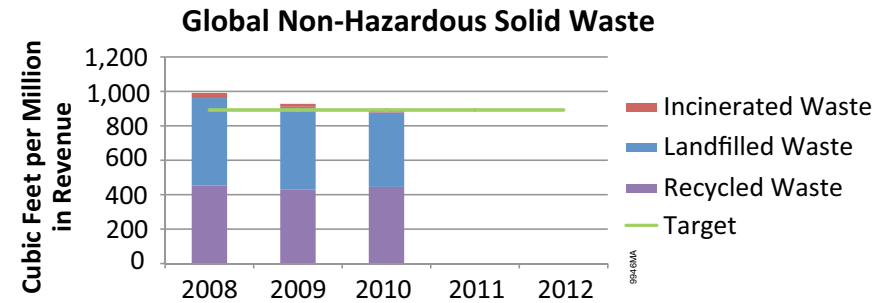


Figure 11. Composition of non-hazardous solid waste and progress toward 2012 goal.



Figure 12. Composition of hazardous waste indexed to revenue.

Water Usage

Water is often overlooked because most developed nations take it for granted but billions of people each year go without clean water. Many Promega locations worldwide incorporate design features to minimize water use and ensure proper disposal of water. The corporate park of offices in Sydney, Australia uses rain water collection for cleaning, toilets, and irrigation of plants. Similarly, our Madison-based global headquarters building uses rainwater collection, allowing runoff to drain to prairie and rain gardens for natural filtration.

Promega is committed to responsible water use from all sources whether used in manufacturing processes, landscaping, or daily office activity. Currently, water usage is the area that poses the biggest challenge with the growth in water intensive processes that has increased since 2010. Despite these hurdles, Promega has initiated projects at multiple locations globally.

- Promega Biosciences' "Green Team" in San Luis Obispo, CA took steps in 2010 to reduce water usage through use of automatic faucets, dual flush toilet attachments, and an optimized irrigation schedule. In the last year, water usage has decreased by over 170,000 gallons thanks to these efforts and an increased overall awareness of water usage.
- Promega Biosystems in Sunnyvale, CA also installed low flow aerators on every sink and put conserve water stickers over every sink in 2010.

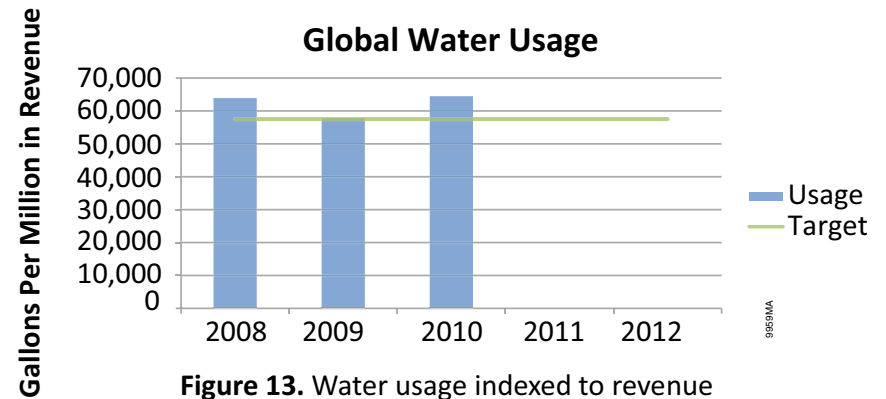


Figure 13. Water usage indexed to revenue and progress toward 2012 target.

Packaging

In 2010, several locations that handle product distribution looked at opportunities to reduce environmental impacts. In June, Promega Pte Ltd. in Singapore was the first location to “Go-Brown” or switch to unbleached shipping boxes in order to avoid the harmful environmental impacts of bleaching corrugate. Bleached corrugate uses more virgin wood, more energy, and produces more waste and air emissions than unbleached corrugate. The Promega Euro Hub in Mannheim, Germany also made a commitment to make this change and expects to be transitioning to unbleached boxes in the first quarter of 2011. In 2010, a team of individuals at our Corporate Headquarters made the same commitment but went beyond just the box bleaching to find additional ways to reduce impacts. In addition to switching to unbleached corrugate, a new coating is being tested for use on boxes that require coating instead of wax. This coating will allow shipping boxes, which were not previously recyclable due to wax coating, to be recycled. These boxes are expected to be transitioned mid 2011. This switch at our Corporate Headquarters alone has the potential to reduce wood usage by 21 tons, energy usage by 144 million BTUs, water by 300,000 gallons, and greenhouse gas emissions by roughly 6 tons each year.

Efforts to use more environmentally friendly shipping boxes follow a long history of efforts to reduce the impacts of packaging such as:

- Continuing a program that Promega initiated over twenty years ago to minimize Styrofoam® waste in landfills, customers returned and Promega reused over 16,000 Styrofoam® boxes from product packaging in 2010.
- For many years, Promega AG has been using special blue hard plastic boxes with Styrofoam inserts for shipping products to our customers. These boxes can be reused almost indefinitely. This offsets the initial purchasing price and produces much less Styrofoam waste.
- In 2009, Promega began using biodegradable air pouches for shipments of products. The pouches can be recycled however, if they are disposed of, they will biodegrade within one year. These air pouches have the potential to keep approximately 1,300 lb of plastic out of landfills each year.

Capturing environmental impacts of product and shipment packaging continues to be challenging. There needs to be a balance between the need to adequately protect products and minimize use of packaging and shipping. An initial cost analysis indicated that plastic encompasses about half of the packaging purchases yet corrugate for shipping, as well as paperboard used in product packaging, represent our best opportunity for reducing environmental impact. Following implementation of a new ERP platform in 2011, there will be richer data allowing for quantification of the amount of materials used, providing the ability to develop a comprehensive packaging impact baseline.



Packaging Breakdown by Spend

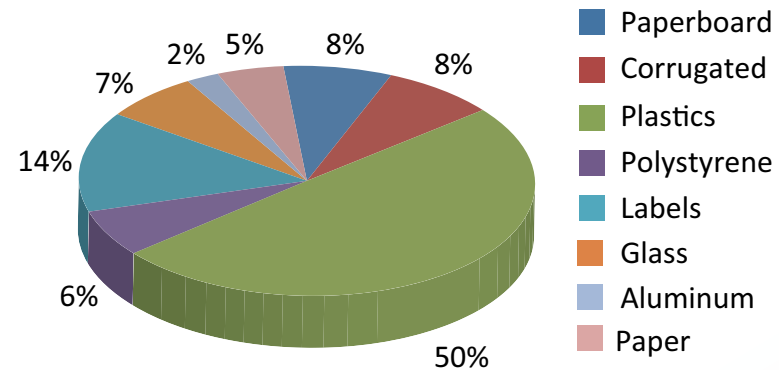


Figure 14. Packaging breakdown by spend on category of materials used.



People *care*

Overview

At Promega, we know that hard work, creativity, and passion drive success and satisfaction. As such, our goal is to provide an exciting work environment where individuals can be challenged and innovative while still achieving a work life balance.

Promega strives to create a work mentality that not only allows this, but in turn equips individuals to do so. We are committed to fostering a happy, healthy community within our company and see our culture as a valuable asset.

Promega employs 1,096 individuals worldwide and is committed to being an equal opportunity employer. Over 46%, or nearly half, of our total global workforce is represented by women and we are proud to report no incidents of discrimination or human rights violations. As a recent member to the UN Global Compact, we are committed to upholding and advancing The Universal Declaration of Human Rights.

Employee Wellness

The health and wellbeing of our employees is integral to our success at Promega. Our hope is for our employees to experience the richness of life with work, family, and personal growth. That kind of balanced lifestyle is a part of how we are able to achieve the innovative progress that makes Promega a rewarding place to work.

Benefits

Promega has comprehensive benefits programs including medical, dental, and vision coverage available to all full time employees and their families. Short- and long-term disability insurance, life insurance, tuition assistance, and paid time off are additional benefits that are available to all full-time employees. These benefits add significantly to employee compensation programs. While benefits vary by branch based on country norms in that location, the health and safety of each employee is of the highest importance globally.



Wellness

Mental and physical wellness is an important part of the culture at Promega. To ensure our employees are happy and healthy, Promega offers a multitude of wellness programs designed to encourage a healthy lifestyle.

- **Wellness Center.** In 2010, the Promega Wellness Center opened on our Madison campus. Staffed by a certified nurse practitioner, it offers convenient care services to Promega employees, spouses, and partners. Wellness consultation services are available to anyone seeking support in weight management, nutrition counseling, smoking cessation, and other wellness goals.
- **Community Garden.** In 2010, a garden was created at our Corporate Headquarters to produce local produce for the culinary department at Promega, share gardening skills among our community and to provide plots for the use of Promega employees to produce their own food. In addition, this garden allows for our kitchen to be more sustainable through composting.
- **Zen Zone.** In 2009, we opened our Madison based Zen Zone, consisting of three zones designed to promote health in body, mind, and spirit.
- **Working Environment.** Promega supports our people by creating workspaces with features such as original art, third spaces to evolve thinking, and restored prairies and woodland trails. Additionally, employees work in similar, nonhierarchical space to foster creativity.
- **Onsite Gym and Spa Facilities.** At our corporate office, the campus includes basketball and volleyball courts, as well as walking, jogging, and biking paths, and groomed ski trails in the winter. Most buildings are equipped with exercise centers that provide fitness classes, cardio machines and a variety of free weights and weight equipment. Onsite subsidized fitness training, massage, reiki therapy, acupuncture, and meditation classes are also offered at Madison. At locations where facilities do not accommodate onsite fitness centers, gym subsidies are provided.



- **Bike to Work.** Promega has an avid “Bike to Work” group in Madison, Wisconsin. Every year there is a “Summer Challenge” lasting 14 weeks where employees set a goal for miles to bike during the period. In 2010, over 3 tons of carbon dioxide was prevented from being emitted during this 14-week period. Cycling is encouraged globally as a way to promote health and wellbeing while also being environmentally conscious. To support cyclists, bike racks and repair kits are available at every building in Madison and at several locations globally.
- In 2010, Promega Biosciences became a “Bike Friendly Business” in San Luis Obispo, CA by supporting the local Bicycle Coalition, providing workplace bikes for employees to use, while ensuring safety through a bike safety seminar for employees.
- Promega UK also developed a “Cycle to Work” program that has many active members.
- Throughout the U.S., Promega offers a free, 24/7, 100% confidential Employee Assistance Program as well as a quarterly wellness newsletter.
- Promega Corporate is a nonsmoking campus to prevent the health hazard associated with secondhand smoke.



Wellness Campaigns

Our Promega Wellness Team plans several wellness campaigns for our company each year. Some of these programs are highlighted below:

- “Know Your Numbers”. This two part program was designed to help provide employees with important insights based on their overall level of healthiness. The program consists of a health assessment used to gauge the general wellbeing of the individual followed by an online health survey concerning the individual’s personal habits such as eating and exercise. Involvement in “Know your Numbers” continues to increase each year.
- “More is Better”. In 2010, a challenge was launched to increase fruit and vegetable intake. The initiative attracted 26% of our employees. 95% of those who participated indicated that the program influenced them to make better eating choices. Our Madison campus offers a cafeteria and vending machines that contain healthy choices to foster better nutrition at work.
- “EcFit Team Challenge”. Over 300 employees along with spouses and partners participated in this 10 week physical activity program. Our Inaugural Fun Walk/Run drew 150 participants from all across the United States.
- “Lunch N’ Learns”. We invite guest speakers to address our employees on a variety of wellness topics. This year, topics included community supported agriculture, healthy eating, the importance of exercise, smoking cessation and healing from within.

Employee Advancement

Education, Training and Development

Employee development and empowerment at Promega is provided to help employees develop their skills and interests. To match a world that is constantly changing, evolving and advancing, our training and development programs are designed to keep abreast of the latest technologies, scientific trends and customer needs in order to stay competitive in the marketplace. Our people determine the quality of our products and services. Investing in employees is an investment in the future.

Globally, we invested over \$800,000 on continuing education, development, and training. Additionally, a significant amount of training is focused on maintaining our high standards in Quality System Regulated (QSR) areas. In early 2010, we implemented a robust system to track and manage QSR training compliance. This has provided automated and just-in-time visibility into the training status by individual employee as well as by training requirements.

Scientific Training is an area of significant investment at Promega. The Scientific Training Department designs, develops, and implements scientific training for employees

around the globe with live classroom and virtual classrooms used for training. In 2010, the number of attendees of live courses and webcasts more than tripled from 2009 with over 1,200 course attendees and 47 courses offered. With dedicated training departments and comprehensive training facilities in the United States and in Europe, we make every effort to provide employees with the resources they need to advance their career.



Live courses are offered at Promega Madison and at the Promega Europe Training and Applications Lab (PETAL), opened in spring 2009, in Lyon, France. This training facility continues to address the training needs of European, Middle Eastern and African employees. PETAL helps reduce travel due to its central location in Europe, and with video conferencing equipment scientists and trainers are able to participate from offsite locations.

Human Rights and Diversity

Human Rights

Promega places the highest value on human rights and follows all regulations regarding employment. We have zero tolerance for violations of human rights and respect the principles in the United Nations Universal Declaration of Human Rights. Many of these principles can be applied to how global businesses build productive relationships around the world and work cooperatively among different customs and cultures. Issues that we take very seriously include:

- Protection of children from exploitation
- Protection of all workers from compulsory labor
- Payment of at least minimum wages
- Safe working conditions

Promega complies with all local workplace regulations and ensures that our employees and community members are treated with respect and dignity.

Diversity

Promega has a highly diverse team from all parts of the world. Our corporate office and branch teams reflect the demographics of the country in which they are located. As such, our global organization reflects many cultures around the world. Women represent approximately 46% of the worldwide workforce and 40% of management positions at our corporate headquarters.





Agora Art Fair

The annual art fair brings creativity and community together with regional artists and thousands of local residents.

Community *touch*

Overview

As a life science company, Promega is aware daily of the interconnectedness of life. It's the connection of DNA to a protein to a cell to a function, to exchange, to growth, to life. So we work to reinforce and strengthen Promega connections with the community.

Integration is a way of life at Promega. That is why so much of the Promega campus makes room for the public to participate through community gatherings and educational events. It's why childcare that started for Promega employees is also offered to the community. It's why quarterly art exhibits on the campus are open to and visited by hundreds of community members. And it's why some of the Promega business operates "mixed used spaces" that include areas for local businesses to take residence.

In working to make a meaningful contribution to the community each year, Promega has both established community organizations as well as contributed to additional groups and initiatives. Promega chooses to support areas which can, like life science, foster discovery and enrich our lives. Promega centers most of its giving around

- *Education*
- *Wellness*
- *Creativity*

Education

Promega embraces the perspective that shared knowledge across global networks ensure that scientists and science can fulfill their potential. Education brings growth, discovery, and rich context for the future. Each year Promega supports established educational efforts as well as the individual efforts of Promega scientists who volunteer to teach throughout the community (over 1,100 hours in 2010) and classes for Promega staff and customers in working with the tools of molecular biology.

In 2010, 40% of overall philanthropic contributions were geared toward educational efforts.

Some of the larger initiatives supported by Promega include:

AMAZ/Botanical Dimensions Digital Herbarium Project

Added in 2010, this is a key initiative to preserve and share the knowledge of one of the largest extant flora collections in Northern Peru. The AMAZ/Botanical Dimensions Digital Herbarium Project began a three year effort to create a digital database of over 100,000 species that had been collected in the Peruvian Amazon since 1972. Appreciating that 25 percent of medicines today come from rainforest botanicals, there is a real need to preserve and share the rich knowledge of the Amazon with scientists working around the globe. The information is being databased at the Universidad Nacional de la Amazonia Peruana (UNAP).



BTC Institute

The Biopharmaceutical Technology Center (BTC) Institute is a not-for-profit organization operated to foster excellence in biotechnology facilitating conferences, seminars, classes and training programs in techniques of molecular biology and biotechnology manufacturing. Classes have served a range of students from young scientists learning about molecular science for the first time to graduate students who are interested in the business of science and how to integrate the two worlds. The BTC Institute has provided educational forums for the public and scientific thought leaders. These forums are designed to explore the ethical questions around new discoveries as well as around ancient unanswered questions.



“The support received from Promega through contributions, the use of Promega facilities, and employee involvement are all essential to the success of the BTC Institute. This relationship between Promega and the BTC Institute has created an innovative network of collaborations, resulting in educational value and opportunities for a diverse community. For example, last year over 3000 middle and high school students and their teachers from schools in Wisconsin and Illinois participated in Biotechnology Field Trips. In addition to biotechnology workshops for teachers, we provided eight scientific courses that offer UW-Madison credit and over 600 people attended either our 5th Annual Wisconsin Stem Cell Symposium or our 9th Annual International Bioethics Forum.”

-Karin Borgh, Executive Director BTCI



Science Education Materials

Appreciating that teachers are always looking for news ideas and the latest information for their curricula, Promega offers educational resources such as complementary lectures and lab teaching guides on topics ranging from DNA purification to emerging infectious disease. The Training Support Program, available to instructors teaching laboratory-based courses at high school, undergraduate or graduate institutions in the United States, allows instructors to receive 50% off Promega products.

Promega locations worldwide strive to support education and create interest in science. Promega GMBH in Germany recently donated experimental kits to a local kindergarten to introduce young children to the exciting opportunities in science. Promega Biosciences is another example where employees frequently make presentations at schools and provide tours of the research and manufacturing facilities in California.

Promega Academy

The Promega Academy is a program that provides noncommercial live webinars to scientists around the world. Scientific topics range from basic science concepts to highly technical research presentations. This channel of communication allows unique interactions between young and senior scientists. In 2010, there were over 700 attendees on 21 webinars covering topics in genomics, proteomics, genetic identity, and cellular analysis.



Woods Hollow Children's Center

Promega is a significant supporter of the Woods Hollow Children's Center, which was developed to provide affordable and vital early childhood education and care for the community surrounding our headquarters in Madison, Wisconsin. With gold-standard accreditation, Woods Hollow offers a rich experience with diverse curriculum and a setting that allows children to explore and create.

Wellness

Promega defines wellness in a broad sense from strengthening the physical and mental needs of the individual to addressing a multitude of social needs in the community.

Community Giving



In support of the diverse interests of Promega employees and the diverse needs of the community, each year Promega matches employee giving in the annual United Way and Community Shares campaigns that are offered on the Madison campus. Promega branches have numerous contribution initiatives going. These efforts include contribution and volunteering within communities in California, offering a program to customers in the Netherlands that provides credits to global relief and preservation programs, helping disadvantaged children in Australia, and contributing to hospice programs in the UK. Terso team members were also very active in the Wisconsin community with volunteering efforts benefiting Habitat for Humanity and the Second Harvest Food Bank in 2010. These are just some of the examples of community support by Promega teams around the world.

Ski Cross Champion Fanny Smith



Promega sponsored athlete Fanny Smith who is the youngest ski cross champion in the world. She is an inspiration to what dedication and determination can accomplish, and she's a role model for physical wellness. Fanny competes internationally in this relatively new sport. Incorporated into the Olympics in 2010, ski cross is an event that combines free style skiing and snowboarding. Fanny's hard work and dedication have earned her numerous medals. Sponsoring this professional athlete is a reminder that achievement and growth can be found in new ideas at any age and any time.

Creativity

By its very nature, science is an experiment. The need to think of things that don't exist is simply a part of the job. The ability to think creatively and be comfortable forming ideas that have no specific roadmap is an important characteristic to reinforce. As a result, Promega has a long history of supporting creativity within the company and surrounding community.

Quarterly Art Exhibits

Rotating public art exhibits on the Promega campus serve a dual purpose of sharing the creativity of featured artists while introducing the community to international perspectives. Throughout the years, exhibits have featured work of artists from Wisconsin to Cuba. In 2010, the spring art show brought together art and community in a new and meaningful way. The exhibit featured the photography by people with disabilities who, through a project with the local photographer's association, were learning to use a camera for the first time.

Established Creative Venues

Promega supports numerous cultural venues in the community such as the Madison Contemporary Art Museum and the American Player's Theatre (APT.) Specifically with the nationally recognized APT, Promega supports the education program of this Shakespearean theater that travels to schools around the state bringing new experiences from theater to thousands of students.



REPORT PARAMETERS

Our sustainability progress is calculated on a calendar-year basis, with information in this report covering January 1, 2009, to December 31, 2009. This is the second Corporate Sustainability Report following our initial report released in July 2009. This process of reporting will continue on an annual basis. Our report focuses on the environmental and social impacts of Promega operations worldwide using the foundations established by the Global Reporting Initiative's G3 Guidelines. We have seen an increase in the scope, materiality and comprehensiveness in this report but recognize that we have significant room for growth. By establishing a process for gathering data worldwide we have seen improved accuracy and transparency. Information has been gathered from Promega branches and subsidiaries worldwide with the exception of Promega Sunnyvale (formerly Turner Biosystems) due to its recent acquisition. Additional and more accurate information has been gathered, causing some variations from reported indicators in 2008, and these have been noted where appropriate. Estimations using revenue as a factor for the previous year's indicators have been made where information was unavailable.

Areas that have not been measured in this report due to lack of current information are:

- Packaging — We are in process of understanding gross packaging material usage by type and the impacts from these activities.
- Staff Commute
- Effluents to Water
- Supply Chain Analysis

Carbon footprint calculations were made using the emission factors provided by the [World Resources Institute Greenhouse Gas Protocol](#) on energy and business travel. The reported emissions from distribution were calculated with the conversion factors provided by [Defra's 2008 Greenhouse Gas Conversion Factors](#). Finally, the [Environmental Defense Fund Paper Calculator](#) was used for calculating the life cycle impacts due to paper usage. Current and previous year's carbon footprints were calculated using the most updated information and current emission factors listed above.

KEY INDICATORS

Economic	2008	2009	2010
Revenue (US Dollars)	\$220,700,634	\$233,172,176	\$259,141,868
Number of Employees	973	1,009	1,117
Environmental			
Energy Consumption:			
Electricity (kWh)	15,746,424	15,319,804	16,363,009
Natural Gas (Therms)	594,453	581,554	566,038
Greenhouse Gas Emissions (Tons of CO2)	21,119	19,674	20,856
Emissions Per Million in Revenue (Tons of CO2)	95.7	84.4	80.5
Water Consumption (Gallons)	14,105,846	13,529,448	16,908,510
Printed Paper (Reams)	117,874	14,179	19,302
Plain Paper (Reams)	9,758	8,720	8,497
Solid Non-Hazardous Waste (Cubic Feet)	208,080	210,495	222,894
Incinerated (Cubic Feet)	6,586	3,981	3,984
Land filled (Cubic Feet)	109,384	110,689	108,542
Recycled (Cubic Feet)	92,109	95,825	110,368
Chemical Waste (Pounds)	145,395	144,449	177,238
Infectious Waste (Pounds)	9,316	9,431	9,261
Styrofoam Boxes Returned	16,718	18,172	16,743

GRI INDEX

The Global Reporting Initiative (GRI) is the world's most widely recognized sustainability framework for organizations to use when measuring and reporting on economic, environmental, and social performance. Our 2009 Corporate Sustainability Report is based on the GRI G3 Guidelines and the following table has been developed to help users locate specific information in the report.

Section #	Disclosures	Link to Report
1. STRATEGY AND ANALYSIS		
1.1	Statement from the most senior decision maker of the organization about the relevance of sustainability to the organization and its strategy	CEO Letter
1.2	Description of key impacts, risks, and opportunities	Landing Page Planet Aware
2. ORGANIZATIONAL PROFILE		
2.1	Name of the organization	Corporate <i>mind</i>
2.2	Primary brands, products, and/or services	Product <i>reach</i>
2.3	Operational structure	Corporate <i>mind</i>
2.4	Location of organization's headquarters	Corporate <i>mind</i>
2.5	Number of countries where the organization operates	Corporate <i>mind</i>
2.6	Nature of ownership and legal form	Corporate <i>mind</i>
2.7	Markets served	Product <i>reach</i>
2.8	Scale of the reporting organization	Corporate <i>mind</i>
2.9	Significant changes during the reporting period	
3. REPORT PARAMETERS		
3.1	Reporting period	Report Parameters
3.2	Date of most recent previous report	Report Parameters
3.3	Reporting cycle	Report Parameters
3.4	Contact point for questions regarding content	Feedback
3.5	Process for defining report	Report Parameters
3.6	Boundary of the report	Report Parameters
3.7	Specific limitations on the scope of the report	Report Parameters
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities and outsourced operations	Report Parameters
3.9	Data measurement techniques and the bases of calculations	Report Parameters
3.10	Explanation of restatements of information provided in earlier reports	Report Parameters
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	Report Parameters
3.12	Table identifying the location of the Standard Disclosures in the report	This Index

4. GOVERNANCE, COMMITMENTS AND ENGAGEMENT		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	Corporate <i>mind</i>
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	Corporate <i>mind</i>
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	Corporate <i>mind</i>
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance	Corporate <i>mind</i>
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	Corporate <i>mind</i>
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	Product Reach> Quality Assurance
5. Management Approach and Performance Indicators		
	<i>Economic Performance</i>	
EC 1	Direct economic value generated	Key Indicators Table
EC 3	Coverage of the organization's defined benefit plan obligations	People <i>care</i>
EC 6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Corporate <i>mind</i> > Sustainable Supply Chain
	<i>Environmental Performance</i>	
EN 3	Direct energy consumption	Planet Aware> Responding to Climate Change Issues> Energy Usage
EN 4	Indirect energy consumption	Planet Aware> Responding to Climate Change Issues> Energy Usage
EN 5	Energy saved due to conservation and efficiency improvements	Planet Aware> Responding to Climate Change Issues> Energy Usage
EN 8	Total water withdrawal	Planet Aware> Preserving Natural Capital> Water Usage
EN 13	Habitats protected or restored	Planet Aware> Preserving Natural Capital
EN 16	Total direct and indirect greenhouse gas emissions by weight	Planet Aware> Responding to Climate Change Issues
EN 17	Other relevant indirect greenhouse gas emissions by weight	Planet Aware> Responding to Climate Change Issues
EN 18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Planet Aware> Responding to Climate Change Issues
EN 19	Emissions of ozone depleting substances	Planet Aware> Responding to Climate Change Issues
EN 20	NOx, SOx, and other significant air emissions	Planet Aware> Responding to Climate Change Issues
EN 22	Total weight of waste by type and disposal method	Planet Aware> Preserving Natural Capital> Waste
EN 23	Total number and volume of significant spills	Planet Aware> Preserving Natural Capital
EN 26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Planet Aware> Distribution
EN 27	Packaging materials that are reclaimed <i>We reclaimed over 17,000 styrofoam boxes in 2009</i>	Key Indicators Table
EN 28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. <i>No fines or non-compliance with environmental regulations in 2009</i>	Planet Aware> Responding to Climate Change Issues> Energy Usage
EN 29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Planet Aware> Distribution

LABOR PRACTICES & DECENT WORK		
LA 1	Total workforce by employment type, employment contract, and region	People <i>care</i>
LA 2	Total number and rate of employee turnover by age group, gender, and region	People <i>care</i>
LA 3	Benefits provided to full-time employees that are not provided to temporary or part-time employees	People <i>care</i> > Benefits
LA 7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region	People <i>care</i>
LA 11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	People <i>care</i>
LA 12	Percentage of employees receiving regular performance and career development reviews	People <i>care</i>
LA 13	Composition of governance bodies and breakdown of employees per category	People <i>care</i> > Diversity
HUMAN RIGHTS PERFORMANCE		
HR 4	Total number of incidents of discrimination and actions taken	People <i>care</i>
HR 6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	People <i>care</i> > Diversity and Human Rights
HR 7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor	People <i>care</i> > Diversity and Human Rights
HR 9	Total number of incidents of violations involving rights of indigenous people and actions taken	People <i>care</i>
SOCIETY PERFORMANCE		
SO 1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	Community <i>touch</i>
SO 2	Percentage and total number of business units analyzed for risks related to corruption.	Community <i>touch</i>
SO 7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Community <i>touch</i>
PRODUCT RESPONSIBILITY PERFORMANCE		
PR 2	Incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes	Produce <i>reach</i> > Product Responsibility
PR 4	Incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Produce <i>reach</i> > Product Responsibility
PR 5	Practices related to customer satisfaction	Product <i>reach</i>
PR 7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	Product <i>reach</i> > Product Responsibility
PR 8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Produce <i>reach</i> > Product Responsibility
PR 9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Produce <i>reach</i> > Product Responsibility



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