



## Sustainability 2010 Goal Accomplishments/Status

The Sustainability 2010 Goal accomplishments are summarized in the table below, and links are provided to further information on each goal following the table. The completion status data provided below was determined through reviews of progress to date by Bristol-Myers Squibb executives and a third-party (ERM) evaluation of each goal.

All goals were met or exceeded except for the water reduction goal for one facility in a water-stressed area, and the safety goal, where progress fell short of the targets. Safety and water conservation will continue to be a strong focus and are incorporated into our Sustainability 2015 Goals.

Goal Title	Summary of Accomplishments
<b>Biotechnology Development</b>	Implemented programs and systems to help ensure safety of work involving biological agents.
<b>Community Outreach</b>	Developed pamphlets, presentations and facility-specific web pages addressing EHS and sustainability developments.
<b>EHS Effects Analysis</b>	Identified EHS impacts and most significant opportunities for improvement, which served as a basis for establishing environmental and safety performance targets.
<b>EHS Research Addressing Business Issues Goal</b>	Supported EHS research to advance understanding of best practices for healthcare facilities and hospitals, as well as pharmaceuticals in the environment.
<b>EHS Research Contributions</b>	Sponsored research to support biodiversity preservation in Puerto Rico, restoration of aquatic habitat, and publication of environmental education materials.
<b>Endangered Species</b>	Through donations and employee volunteerism, supported preservation of endangered species and raised awareness in communities around the world where our employees live and work.
<b>Environmental Performance Targets (EPTs)</b>	Achieved substantial reductions in environmental footprint. Met or exceeded all goals through 2009 except water use from stressed areas at one facility.

<b>Land Preservation</b>	Funded conservation of over 1500 hectares of biologically diverse habitat in eight countries, including grassy woodlands, tropical floodplains, grasslands, wetlands, coral reef, peat bog, tropical forest and woodlands.
<b>Leadership Development</b>	Raised awareness of environment, health, safety and sustainability issues for executives and employees companywide.
<b>Safety Performance</b>	Instituted new programs and tools that improved safety performance companywide, but did not meet three out of four company goal targets.
<b>Social Policies and Metrics Goal</b>	Improved access to medicines and social metrics tracking and disclosure. Developed Sustainability Council and established Sustainability 2015 Goals.
<b>Supply Chain Partnership</b>	Supported industry supply chain initiatives to develop supplier expectations, helped pilot programs, and rolled out environment, health & safety expectations for key suppliers in conjunction with an audit program.
<b>Sustainability Awards</b>	Implemented award program to recognize and inspire integration of sustainability considerations into business decisions across the company.
<b>Sustainable Products</b>	Implemented green chemistry scorecard for product development and guidelines, and initiatives for reduced and more environmentally responsible packaging.

## **Biotechnology Development**

**Description:** Support biotechnology development through sharing expertise on labeling, biosafety, and bioethics issues.

**Status:** Complete

### **Goal Achievements**

- Developed system to review and address in-licensed products.
- Implemented program to conduct risk assessments of regulated materials.
- Formed bioethics committee, responsible for issuing global policies and implementing training.

- Developed and launched risk assessment tool for work involving biological agents or materials
- Issued Research & Development Bioethics Policy

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## **Community Outreach**

**Description:** Provide support within each facility to enhance communications with neighbors on EHS and sustainability topics.

**Status:** Complete

### **Goal Achievements**

- EHS/sustainability internet site developed and updated, including facility web pages highlighting information of community interest
- EHS and Sustainability pamphlets developed for use with external audiences
- Annual BMS Company Overview presentation incorporates EHS/Sustainability and Social Responsibility for use by local management for employee and community engagement
- Increased engagement with socially responsible organizations
- 2009 Annual Report incorporated special section on the new BMS Commitment
- Recognized for the quality of our external sustainability reporting, including ranked #1 on the 2009 Pacific Sustainability Index (Roberts Environmental Center at Claremont McKenna College), and ranked #2 by CERES for the Best Sustainability Report in 2007.

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## **EHS Effects Analysis**

**Description:** EHS effects analysis conducted by all manufacturing, research and development, and distribution facilities to identify their most significant EHS impacts and prioritize opportunities for improvement

**Status:** Complete

### **Goal Achievements**

- Health, Safety & Environmental effects analysis conducted at all major Bristol-Myers Squibb manufacturing and research and development and distribution facilities.

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## EHS Research Addressing Business Issues

**Description:** Research sponsored by the company for early study of emerging areas of concern, such as pharmaceuticals in the environment.

**Status:** Complete

### Goal Achievements

- Supported research on pharmaceuticals in the environment and other key issues through Pharmaceutical Research and Manufacturers of America
- Supported development of "Greener Hospitals: Improving Environmental Performance" manual
- Supported studies to improve safe handling of our oncology products and issue of "Handling Cytostatic Drugs" monograph (in English, Spanish, German & Italian)
- Supported development of "Environmental & Safety Advances for Healthcare Facilities Compendium of Best Practices in Mercury Awareness, Waste Management & Safety Innovation"

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## EHS Research Contributions

**Description:** Support funding through the Bristol-Myers Squibb Foundation and other sources to demonstrate the company's commitment to expand society's knowledge and understanding.

**Status:** Complete

### Goal Achievements

- Supported The Nature Conservancy's Conservation by Design program to develop a Puerto Rico Eco-regional Plan, as a pilot for prioritizing conservation efforts and funded the related Marine Conservation Guide for Teachers
- Supported Environmental Associates "Know Your Environment" publication
- Contributed a case study entitled *Combined Heat and Power: Reliability, Efficiency, and GHG Reductions at Bristol-Myers Squibb Company* to the World Resources Institute publication *A Climate of Innovation: Northeast Business Action to Reduce Greenhouse Gases*
- Supported the Batsto River Fishway Restoration Project in New Jersey as a partner in The Corporate Wetlands Restoration Partnership (CWRP).

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## Endangered Species

**Description:** In countries and U.S. states where our manufacturing, research and development, and distribution sites are located, Bristol-Myers Squibb will sponsor a local endangered or threatened species or will partner with an organization that protects endangered local species and their habitats.

**Status:** Complete

### Goal Achievements

- Enhanced habitats, planted species, increased local awareness or supported protected species through programs sponsored by our facilities in all countries and US states where our manufacturing, research and development, and distribution sites are located. Employees participated in a number of conservation activities.

Site	Endangered Species Adopted
Agen, France	European Pond Turtle
Aichi, Japan	Loggerhead Sea Turtles
Anagni, Italy	Brown Bear
Devens, Massachusetts	Blanding Turtle
Mt. Vernon, Indiana	Peregrine Falcon
Guayaquil, Ecuador	Guzmania Rubrolutea Tree
Hopewell, New Jersey	Marsh Hawk
Moreton, England	Natterjack Toad
New Brunswick, New Jersey	Yellow Giant Hyssop
New York, New York	Peregrine Falcon.
Plainsboro, New Jersey	Bobolink
Princeton, New Jersey	Coopers Hawk
Shanghai, China	China Tiger
Swords, Ireland	River Otter
Syracuse, New York	Ovate Amber Snail
Wallingford, Connecticut	Stiff Goldenrod.

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## Environmental Performance Targets

**Description:** Achieve environmental performance targets and goals (normalized by sales) to reduce water use, greenhouse gas emissions, energy use, wastewater, air emissions, hazardous waste, nonhazardous waste, and off-site releases of chemicals of high concern.

- Reduce energy use by 10 percent from 2001 baseline year.
- Reduce water use by 10 percent from 2001 baseline year. In countries where water resources are severely stressed, reduce water use by 20 percent from 2002 baseline year.
- Reduce total greenhouse gas emissions (e.g., carbon dioxide and methane) by 10 percent from 2001 baseline year.
- Reduce nonhazardous waste by 20 percent from 2002 baseline year. Reduce off-site hazardous waste disposal by 50 percent from 2001 baseline year.
- Reduce air emissions of acid gases (sulfur oxides, nitrogen oxides, and hydrogen chloride) by 10 percent from 2003 baseline year.
- Reduce off-site release to air of priority reduction chemicals by 50 percent from 2002 baseline year.
- Reduce wastewater releases of total chemical oxygen demand, suspended solids, and nitrates by 10 percent from 2002 baseline.

**Status: Partially Complete**

Met or exceeded all targets except in one facility in a water-stressed area.

**Goal Achievements**

- Developed systems for establishing baselines and aggregating/reporting annual environmental data across the enterprise
- Developed facility implementation strategies
- Report data and performance results publicly each year
- Specific results are provided below. Environmental initiatives, plant optimizations and facility closures were key contributors to the reductions.

Key Performance Indicator	Baseline Year	Baseline Data	2009 Data	Baseline Year - 2009 Data (% Change)	2010 Goal (%)	2010 Goal (Value)
<b>Energy use</b>						
Total energy use, direct and indirect (megaJoules/\$1,000 sales)	2001	1,142	697	-39%	-10%	1,028
<b>Air emissions</b>						
Total greenhouse gas emissions (kg/\$1,000 sales)	2001	64.5	36.3	-44%	-10%	58.1
Air emission of priority reduction chemicals (kg/\$1,000 sales)	2002	0.16	0.06	-60%	-50%	0.08

Key Performance Indicator	Baseline Year	Baseline Data	2009 Data	Baseline Year - 2009 Data (% Change)	2010 Goal (%)	2010 Goal (Value)
Acid gas emissions (NO <sub>x</sub> , SO <sub>x</sub> , HCl) (g/\$1,000 sales)	2003	35.8	14.1	-61%	-10%	32.2
<b>Waste</b>						
Hazardous waste off-site treatment/disposal (kg/\$1,000 sales)	2001	0.62	0.15	-76%	-50%	0.31
Nonhazardous waste disposed (kg/\$1,000 sales)	2002	1.87	0.78	-58%	-20%	1.50
<b>Water Use</b>						
Water use (liters/\$1,000 sales)	2001	2,274	1,300	-43%	-10%	2,046
Water use from stressed areas (percent of countries achieving goal)	2002	0	75%	75%	100%	4 countries
<b>Effluents to Water</b>						
Discharge of general pollutants (g/\$1,000 sales)	2002	186	44.5	-76%	-10%	167

### Awards & Recognition

Received recognition of efforts to reduce our environmental impacts including:

- Newsweek ranked Bristol-Myers Squibb the eighth greenest company in the United States in 2009, of the 500 largest companies.

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## Land Preservation

### Description:

Conserve ecologically significant areas to offset the property occupied by Bristol-Myers Squibb total operations worldwide, including manufacturing, research and development, distribution, and administrative offices. Encourage local site conservation projects. Promote employee participation in the protection of critical land areas.

### Status: Complete

### Goal Achievements:

Funded conservation of 1,616 hectares of biologically diverse habitat in 8 countries, which fully offsets the footprint of the Company's worldwide operations in the year 2000.

Country	Location	Area	Habitat	Acres	Hectares
Australia	Northern Victoria	Nardoo Hills Preservation	grassy woodlands	50	20
Brazil	Pantanal National Park	Pantanal	tropical floodplains	3,300	1,336
Canada	Ontario	Carden Alvar Habitat	grasslands	45	18
China	Dandong City of Liaoning Province	Yalujiang National Nature Reserve	wetlands	17	7
Indonesia	Komodo National Park	Komodo Island National Park	coral reef	100	40
Ireland	Bog of Allen in Co. Kildare	Lodge Bog and Lullymore West	peat bog	20	8
Mexico	Yucatan Peninsula	Calakmul Biosphere Reserve	tropical forest	200	81
U.S.A.	Indiana	Saunders Woods, a State Nature Preserve	Wabash River wet-mesic, bottomland forest	240*	97
U.S.A.	New Jersey	Carson Road Woods	woodlands	22	9
Total				3,994	1,616
				1 hectare = 2.47 acres	

\* Bristol-Myers Squibb funds assisted in the addition to Saunders Woods.

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## Leadership Development

**Description:** Program established to enhance EHS integration throughout the company.

**Status: Complete**

## Goal Achievements

- Incorporated EHS and sustainability examples into training/testing for the Core Behaviors and for the Standards of Business Conduct and Ethics
- Developed EHS/sustainability orientation brochure for new executives
- Developed EHS/sustainability posters, brochures, internal and external websites and training presentations
- Conducted EHS coordinator orientation workshops
- Held global, cross-functional EHS Leadership Conference
- Launched a Go Green team to increase awareness of employees and reduce environmental impacts across the company. Awareness on Go Green and encouragement of innovation issued by CEO
- Established a Sustainability Council

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## Safety Performance

**Description:** 50% reduction in recordable and lost workday case rates based on 2000 base year. Maintain performance in top 25% of similar companies.

**Status:** **Partially complete**

Met one of the four targets, and made progress toward, but did not meet the other three targets:

- Met target of performing among top 25% of similar companies for recordable case rate as of December 2009
- Achieved 43% reduction in recordable case rate versus 50% reduction target
- Achieved 9% reduction in lost workday case rate versus 50% reduction target
- Performed among top 50% of similar companies for lost workday case rate versus target of top 25%.

A new safety goal has been incorporated into our Sustainability 2015 goals, to ensure safety will continue to have a strong focus and drive further performance improvement.

## Goal Achievements

- Established annual business targets, action plans, accountability and performance reporting
- Promoted prevention activities through focus on at-risk behaviors, bulletins, awareness campaigns, safety month focus and targeted driver safety training
- Executive/employee accountability established to meet safety objectives
- OneBMS safety performance report developed
- Achieved U.S. OSHA Voluntary Protection Program status at Greensboro, NC, ITO Evansville, IN, and Mt. Vernon, IN

- Established Safety Stewardship Team to provide guidance/leadership targeted to Bristol-Myers Squibb facilities
- Established Safety Leadership Team to drive safety performance and strengthen the global safety culture enterprise wide

Key Performance Indicator	2000 Data (Baseline)	2009 Data	Baseline Year to 2009 Performance (% Change)	2010 Goal (%)	2010 Goal (Value)
Recordable case rate (cases/100 employees)	1.3	0.74	-43%	-50%	0.65
Lost workday case rate (cases/100 employees)	0.34	0.31	-9%	-50%	0.17
Recordable case rate performance compared to similar companies*	--	Top 25%	--	Top 25%	--
Lost workday case rate performance compared to similar companies*	--	Top 50%	--	Top 25%	--

\* Similar pharmaceutical company data based on 2008 data from the Bureau of Labor Statistics (most recent available)

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## Social Policies and Metrics

**Description:** Support development of policies and metrics to raise corporate awareness of emerging social issues.

**Status:** Complete

### Goal Achievements

- Benchmarked social issues and relayed emerging issues to appropriate functions.
- Established a privacy policy.
- Adopted direct-to-consumer communications code. In advance of regulation, voluntarily committed to one-year delay in advertising new pharmaceutical products directly to consumers.
- Committed to clinical trial disclosure.

- Developed policy to improve access to HIV/AIDS medicines through non-enforcement of patent in sub-Saharan Africa and through process technology transfer.
- Established process to measure and report on outcomes from Foundation giving
- Implemented access to medicines programs in the U.S.
- Publicly report charitable and political contributions
- BMS Commitment incorporates sustainability elements and language
- Developed Sustainability Council to address/integrate emerging issues
- Developed Sustainability 2015 Goals with cross-functional input, aligned with key issues.

## **Awards & Recognition**

Received recognition of efforts to enhance sustainability including:

- Listed in the 2009 Dow Jones Sustainability North America Index of leading sustainability-driven companies
- Included on the Social Index of Companies at Calvert Social Index since 2003
- Recognized as the 2009 Trailblazer Company of the Year by PM360 magazine.
- Ranked #7 in 2010 by Corporate Responsibility Magazine in 100 Best Corporate Citizens

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## **Supply Chain Partnership**

**Description:** Develop specific programs and expectations to improve EHS performance for key suppliers.

**Status:** Complete

### **Goal Achievements**

- Developed key supplier sustainability strategy
- Issued third-party manufacturer directive and established program for ongoing EHS assessments of third-party manufacturers.
- Participate on and supported the Pharmaceutical Supply Chain Initiative
- Piloted Green Supplier Network with peer companies
- Participated in Mexico CEC NAFTA Competitive Chains supplier program.

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## **Sustainability Awards**

**Description:** Awards to promote sustainability behavior among employees across the company.

**Status: Complete**

**Goal Achievements:**

- Award program integrated into company-wide recognition program
- Plans underway to recognize 2010 Goal support
- Safety Awards Program established

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## **Sustainable Products**

**Description:** Promote development of sustainable products, processes, and packaging to limit negative EHS impacts. Develop companywide metrics to track progress on key product, process, and packaging initiatives.

**Status: Complete**

**Goal Achievements**

- Green Chemistry Scorecard developed and implemented
- Developed Process Safety Directive and conducted global training
- Implemented review of in-licensed products to green the chemistry prior to in-house production
- Reduced polyvinyl chloride from packaging components
- Piloted several green cold chain packaging options. (reusable, greener packaging)
- Developed sustainability guideline for packaging design/development process
- Developed an engineering Design Standard for Sustainability
- Devens, Massachusetts facility laboratory and administrative building received gold-level certification by the Leadership in Energy and Environmental Design (LEED) system and the manufacturing suite received silver-level certification, becoming the first biologics facility to be LEED-certified.
- Wallingford, Connecticut research facility became the first building in the U.S. to achieve a rating using the new Green Globes system receiving two Green Globes for its management practices
- Installed solar energy photovoltaic systems at the Anagni, Italy and Hopewell, NJ facilities
- Installed a geothermal heating and cooling system for the new office building in Munich, Germany
- Swords and Cruiserath facilities received a Responsible Care award for their Integrated Energy Reduction Program from PharmaChemical Ireland Responsible Care

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