

# 2010 SUSTAINABILITY REPORT



CREATING  
SHAREHOLDER  
VALUE



CONTRIBUTING  
TO SOCIETY



REDUCING  
ENVIRONMENTAL  
IMPACT



IMPROVING  
GLOBAL HEALTH



VALUING  
OUR WORKFORCE



Helping all people  
live healthy lives

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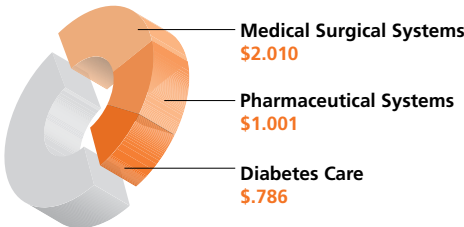
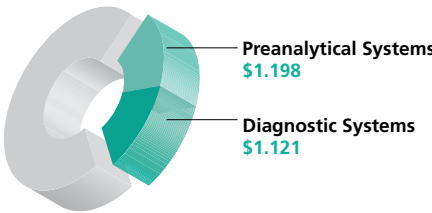
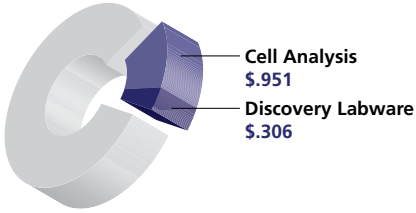
**About this Report**

Welcome to our 2010 Sustainability Report. Here we discuss our performance and approach to social and environmental aspects of our operations and products, and how we treat our associates and the people we serve. We publish this report annually. All data relates to our 2010 fiscal year (October 1, 2009-September 30, 2010) and covers our global operations unless otherwise noted.

We welcome your comments. Please contact us at: [BD\\_Sustainability\\_Office@bd.com](mailto:BD_Sustainability_Office@bd.com)

# Company Profile

BD is a leading global medical technology company that develops, manufactures and sells medical devices, instrument systems and reagents. The Company is dedicated to improving people's health throughout the world. BD is focused on improving drug delivery, enhancing the quality and speed of diagnosing infectious diseases and cancers, and advancing research, discovery and production of new drugs and vaccines. BD's capabilities are instrumental in combating many of the world's most pressing diseases. Founded in 1897 and headquartered in Franklin Lakes, New Jersey, BD employs approximately 29,000 associates in more than 50 countries throughout the world. The Company serves healthcare institutions, life science researchers, clinical laboratories, the pharmaceutical industry and the general public. For more information, please visit [www.bd.com](http://www.bd.com).

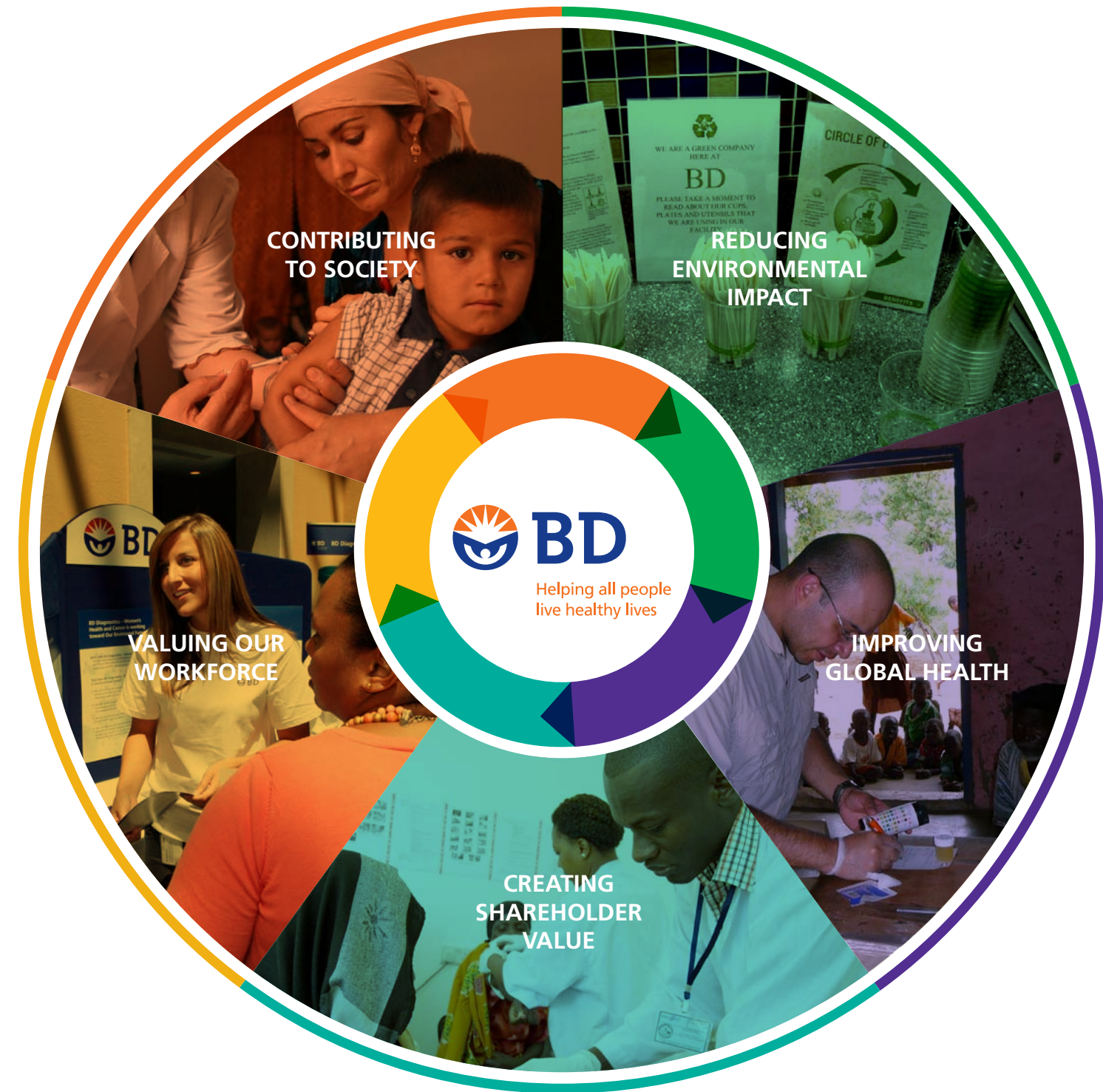
<div style="background-color: #f47920; color: white; padding: 5px; text-align: center; font-weight: bold; margin-bottom: 10px;">BD MEDICAL</div> <p><b>\$3.796</b> Revenue <small>(billion of dollars)*</small></p>  <ul style="list-style-type: none"> <li>Medical Surgical Systems \$2.010</li> <li>Pharmaceutical Systems \$1.001</li> <li>Diabetes Care \$0.786</li> </ul>	<div style="background-color: #00a68a; color: white; padding: 5px; text-align: center; font-weight: bold; margin-bottom: 10px;">BD DIAGNOSTICS</div> <p><b>\$2.319</b> Revenue <small>(billion of dollars)*</small></p>  <ul style="list-style-type: none"> <li>Preanalytical Systems \$1.198</li> <li>Diagnostic Systems \$1.121</li> </ul>	<div style="background-color: #4a397b; color: white; padding: 5px; text-align: center; font-weight: bold; margin-bottom: 10px;">BD BIOSCIENCES</div> <p><b>\$1.257</b> Revenue <small>(billion of dollars)*</small></p>  <ul style="list-style-type: none"> <li>Cell Analysis \$0.951</li> <li>Discovery Labware \$0.306</li> </ul>
*Amounts may not add due to rounding		
<p><b>BD MEDICAL</b> is among the world's leading suppliers of medical devices and a leading innovator in injection- and infusion-based drug delivery since 1906, when the Company built the first-ever facility in the U.S. to manufacture needles and syringes. The BD Medical segment is focused on providing innovative solutions to reduce the spread of infection, enhance diabetes treatment and advance drug delivery.</p>	<p><b>BD DIAGNOSTICS</b> is a leading provider of products for the safe collection and transport of diagnostics specimens, as well as instruments and reagent systems to accurately detect a broad range of infectious diseases, healthcare-associated infections (HAIs) and cancers. The BD Diagnostics segment focuses on improving health outcomes for patients by providing laboratories with solutions that improve quality, enhance laboratory system productivity and inform medical decisions.</p>	<p><b>BD BIOSCIENCES</b> is a world leader in bringing innovative diagnostic and research tools to life scientists, clinical researchers, laboratory professionals and clinicians who are involved in basic research, drug discovery and development, biopharmaceutical production and disease management. The BD Biosciences segment is focused on continually advancing the science and applications associated with cellular analysis and products that help grow living cells and tissue.</p>

Our purpose is  
*“Helping all people live healthy lives.”*

Our efforts are directed at four major areas of healthcare and life sciences improvement:

- 1** Enabling safer, simpler and more effective drug delivery
- 2** Improving clinical outcomes through new, accurate and faster diagnostics
- 3** Providing tools and technologies to the research community that facilitate basic science, drug discovery and cell therapy
- 4** Enhancing disease management in diabetes, women’s health and cancer, and infection control

These four broad areas of healthcare and life sciences represent exciting growth opportunities for BD that build upon our capabilities.





## OUR APPROACH

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# Our Approach

We focus on advancing our knowledge and capabilities in healthcare and life sciences by concentrating on making improvements in four major areas:

- » **Enabling safer, simpler and more effective drug delivery**
- » **Improving clinical outcomes through new, accurate and faster diagnostics**
- » **Providing tools and technologies to the research community that facilitate basic science, drug discovery and cell therapy**
- » **Enhancing disease management in diabetes, women's health and cancer, and infection control.**

Our successes in healthcare and life sciences build on our capabilities and help us grow.

In addition, we strive to offer a workplace where all associates understand the link between their personal health and success, their natural desire to give back, the Company's performance and the ability to achieve our purpose of *"Helping all people live healthy lives."*



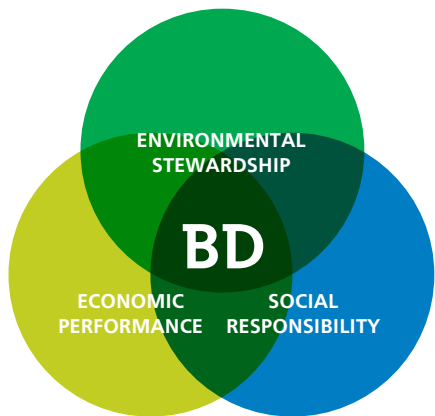
# Sustainability at BD

BD's approach to sustainability continues to be centered on balancing the "triple bottom line" — achieving strong economic performance, promoting environmental stewardship and advancing social responsibility. These principles are aligned with the Company's values and purpose.

BD has a strong heritage of social responsibility. In 2010, we further developed our environmental stewardship efforts to meet the needs of our long-term vision of sustainability.

While we are making good progress on understanding and shrinking our environmental footprint, there is still much to be done. We will strive to ensure that our business decisions are guided by our desire to improve the environmental, the health and social well-being of our associates, the people we serve and the communities in which we operate.

In 2010, we continued to observe the strong connections between global health problems and global environmental issues — and the role that BD can play in making progress in both areas. This important connection between healthy people and a healthy environment is integral to our sustainability efforts.



Edward J. Ludwig

Vincent A. Forlenza

## To Our Stakeholders

**WATCH VIDEO**  
*Message from BD Chairman and CEO Ed Ludwig and President and COO Vince Forlenza »*

Welcome to BD's 2010 Sustainability Report. Sustainability at BD is a cultural transformation that connects our social responsibility efforts and commitments to protect the environment with the Company's long-term business objectives.

Our business strategy of driving growth through innovation demands a foundation of outstanding operational excellence. We believe our sustainability efforts are a spur to innovation and further fuel our growth.

We know that we can maximize the improvements we are making to our operations and products by helping our suppliers and customers shrink their environmental footprints. This is why we have been driving BD's environmental efforts throughout our integrated supply chain.

Over the year, we have continued to reduce our own footprint by looking at options broadly, including how we construct our buildings, source raw materials and manufacture and transport our products. We are also working to reduce the impact of product disposal. While we have achieved some success, much work lies ahead in fully understanding and shrinking our footprint.

We continue to expand our Global Health efforts to respond to vital health issues around the world. In keeping with our desire to balance our environmental, social and financial goals, environmental stewardship is now a consideration in our Global Health programs.

We are operating in a challenging global business environment, and we are facing economic, competitive and global pressures that require us to be innovative and forward-thinking. We believe our sustainability strategy helps us turn challenges into opportunities to improve and creatively rethink some of our actions, products and collaborations.

### FOCUSING ON PROGRESS

We are pleased to report very good progress against our 2015 Environmental Targets, having achieved three of our five targets ahead of schedule. In 2010, we increased the total amount of renewable energy used in our operations, exceeding BD's goal and helping to reduce our greenhouse gas emissions. Through focused efforts at our sites, BD also exceeded goals to reduce water consumption and hazardous waste generation. We have made further progress reducing the material we use for some of our key products and their packaging — an additional benefit for our customers. We are fully focused on meeting our remaining 2015 Targets and will continue to improve our performance in those areas where targets have been met.

This report highlights the ways we are making a difference in healthcare — saving and improving lives around the world. It is a privilege to work at a company — and in an industry — that makes great contributions in times of disaster and works to increase access and affordability of healthcare products for those in greatest need.

### OUR ENVISIONED FUTURE...

We will continue making progress as we drive to become a great, sustainable company — one that provides great performance for our customers and shareholders, makes great contributions to society and is a great place to work. We remain dedicated to improving across all areas of our business worldwide, and to reporting our performance transparently.

Thank you for your interest in our efforts. We look forward to continuing to report our progress against our sustainability goals.

**Edward J. Ludwig**  
 Chairman and  
 Chief Executive Officer  
 May 2011

**Vincent A. Forlenza**  
 President and  
 Chief Operating Officer  
 May 2011



# Governance and Ethics

Since BD's founding in 1897, we have been committed to strong leadership and ethical business practices. Our commitment to corporate governance and accountability to our shareholders is embodied in our [Corporate Governance Principles](#).

The BD Board's Corporate Governance and Nominating Committee regularly assesses our corporate governance policies in light of emerging best practices. Our policies are designed to increase the transparency and accountability of BD's leadership to our shareholders.

## EXECUTIVE COMPENSATION

The primary objective of the BD compensation program is to fully support the strategic business goal of delivering superior long-term shareholder returns through sustained revenue growth, earnings-per-share growth and return on capital.

We intend to maintain a high degree of alignment between pay and the long-term value and financial soundness of BD. The Compensation and Benefits Committee of the Board of Directors (the "Committee") has established the following compensation principles to meet this objective:

- » Linking rewards to performance
- » Delivering superior business and financial results
- » Offering a competitive compensation structure
- » Aligning the interests of executives and shareholders
- » Maintaining a transparent compensation structure
- » Maintaining Committee independence
- » Retaining prerogative to adjust programs

## LEARN MORE

 [Our Core Values »](#)  
[Corporate Governance at BD »](#)

## SUSTAINABILITY GOVERNANCE

Our Office of Global Sustainability (OGS) is led by our Vice President of Global Sustainability and overseen by our Chairman and CEO Ed Ludwig.



The OGS manages BD's sustainability efforts and has established our 2015 Sustainability Strategy and Targets. The OGS is responsible for communicating our sustainability priorities to our stakeholders in order to continually integrate sustainability into our business model. It is also responsible for gathering performance data, setting priorities and assessing emerging sustainability trends and their relevance to BD.

The Board of Directors has oversight of a number of issues related to sustainability, including:

- » Employment Practices
- » Community Relations
- » Environment, Health and Safety
- » Ethics and Enterprise Compliance

BD's sustainability governance structure is designed to ensure that sustainability risks and opportunities are managed throughout our operations.

## ETHICS AND COMPLIANCE

Our mission is to enable BD to continue to be an organization that acts ethically and in compliance with laws worldwide. Our ethics program was established in the mid-1990s and we have had compliance initiatives in place since our founding in 1897.

A culture of ethical behavior starts at the top. Our senior management understands that their behavior sets the tone for the organization and that their performance resonates throughout the Company.

Associates are expected to deal fairly with customers, suppliers, competitors, the public and one another at all times because:

- » **It is an extension of our Core Values.** "We do what is right" commits us to follow the law and to be ethical in our business conduct.
- » **It is good business.** Basic ethical values such as honesty, trust and integrity are the hallmarks of companies with sustained success and customer loyalty.

BD's [Business Conduct and Compliance Guide](#) (the "Guide"), available in 14 languages, defines the standards of professional and personal behavior we expect our associates to follow. It helps them to comply with the laws, rules and regulations pertaining to our businesses and to follow BD's Core Values. The Guide also includes information about contacting our Ethics and Compliance department as well as other channels for raising concerns.

We regularly update the Guide to reflect changes in the law or our policies. The last update was in May 2010. BD's Ethics HELPLINE is our confidential hotline for associates to report any concern that

they have regarding the conduct of fellow associates. The HELPLINE, which is operated by an independent contractor, is available to all associates worldwide, seven days a week, 24 hours a day. Translation services are available. The Ethics Office either answers the inquiry directly or makes the appropriate referral so that the Company can follow up and respond. No action is taken against any associate for bringing such matters to BD's attention in good faith, regardless of the outcome.

## ADVAMED CODE OF ETHICS

In 2009, the [Advanced Medical Technology Association \(AdvaMed\)](#), the world's largest medical technology association representing manufacturers of medical devices, diagnostic products and medical information systems, issued a revised and restated [Code of Ethics on Interactions with Health Care Professionals](#). As an early adopter of the Code, we implemented a tailored compliance program governing our interactions with U.S. healthcare professionals. Outside the United States, BD complies with the EUCOMED Code and other industry codes that govern the interaction of medical technology companies and healthcare professionals.

## ETHICS AND COMPLIANCE TRAINING

Every year, we train all our associates on our Business Conduct and Compliance Guide. To ensure that our associates fully understand and comply with its provisions, we provide online and personal training in various languages. In 2010, the training was updated to include letters from our CEO and Chief Ethics and Compliance Officer to help reinforce our commitment to maintaining an ethical work culture.

With the support of the Institute for Global Ethics, we developed an ethical decision-making course (Ethical Fitness®) in 1998. The course, which runs for a full day and is taught by more than 70 associates around the world, is open to all BD associates and is required for all BD managers with direct reports. The course objectives are to increase awareness of ethical issues and how they arise, to teach associates to differentiate between ethical and legal issues, and to develop tools that identify and manage ethical issues as they occur.

We have developed a number of online ethics and compliance courses for BD associates tailored to specific jobs or locations, including a course on conflicts of interest for sales and marketing, purchasing and finance associates.

## HUMAN RIGHTS

BD supports and respects individual rights as set forth in the Universal Declaration of Human Rights. We are committed to complying with laws and regulations wherever we have operations, and [we expect our suppliers](#) to do the same. Our efforts in human rights include:

- » We provide a safe and healthy workplace for our associates.
- » We do not use child labor.
- » We do not use forced, prison or indentured labor. We ensure that terms of employment are voluntary.
- » We prohibit discrimination in our hiring and employment practices.
- » We prohibit physical abuse and harassment of associates as well as the threat of either.

## LEARN MORE

 [Business Conduct and Compliance Guide »](#)

# Stakeholder Engagement

BD engages with a wide range of stakeholders, both internal and external, through multiple channels including surveys and focus groups, town hall meetings, site visits and our Customer Service department. Often we work collaboratively with stakeholders who share our objectives — and, in the process, we gain a deep understanding of their work. We listen to our stakeholders' views and suggestions, and use that feedback to improve our products, services and business practices.

## EXAMPLES OF ENGAGEMENT

### STRATEGIC COLLABORATORS

BD's Social Investing department regularly engages with our strategic partners, including nongovernmental organizations, international agencies and relief organizations, to assess their needs and strategic plans as well as to explore ways to strengthen our relationships. Through routine site visits, phone calls and update reports, we are able to determine how our strengths can best align to serve those in need. Feedback from our partners has improved the impact of our programs, enabling us to apply our respective resources toward mutual goals.

### OFFICE OF GLOBAL SUSTAINABILITY

BD's Office of Global Sustainability engages with a number of stakeholders to communicate progress on environmental issues and solicit feedback to help shape sustainability efforts. Our involvement with external stakeholders includes customer meetings and partnership projects, collaborations with nonprofit groups advocating for sustainability in healthcare, and interviews with both traditional investors and those with a social responsibility focus.

BD is a member of [Practice Greenhealth](#), a U.S.-based nonprofit focused on promoting and influencing change for sustainability in healthcare. In 2010, BD became a cosponsor of Practice Greenhealth's "[Greening the OR](#)" initiative to develop operating room best practices that reduce environmental impacts and costs while improving efficiency and healthcare worker safety.

### ASSOCIATES

We believe that our ability to successfully meet the needs of our customers depends on our associates and their level of engagement with the Company. We regularly survey our entire associate population to understand how our employees feel about working at BD.

Results of the latest survey, conducted between 2008 and 2009, showed that 76 percent of BD associates believed the Company has a highly ethical culture. The majority of respondents gave high ratings to BD's purpose and the belief that colleagues are committed to quality. BD's employees will be surveyed again in late 2011 to track our progress.

In 2010, we interviewed a cross section of BD associates and external customers as part of a Growth and Innovation Profile to assess the Company's current culture against future needs. The Profile determined that we should direct more attention to areas such as increasing our customer focus, simplifying and improving processes across the Company, and strengthening our corporate culture. Using these findings, BD is investing in programs that support a more globally focused culture and further empowers associates to be creative and innovative in their thinking and decision making.

### BUSINESS SEGMENTS

Each BD business segment works closely with customers to understand their needs and expectations of BD products. We continually follow up with customers through surveys and other forms of feedback, including:

- » **Focus groups** with customers representing various market segments to understand their needs and preferences and to test product concepts
- » **Frequent visits** to hospitals, clinics, laboratories and doctors' offices where BD products are used to fully understand care providers' needs, clinical procedures and clinical techniques
- » **Training and education** for customers so that they know how to use BD products properly and safely



## BD'S KEY STAKEHOLDERS INCLUDE:

### SHAREHOLDERS

- » Institutions
- » Individuals

### BD ASSOCIATES

- » Current
- » Retired
- » Prospective

### CUSTOMERS

- » Healthcare providers
- » Patients
- » Nonprofit partners
- » Blood banks
- » Medical and scientific researchers
- » Basic research laboratories
- » Clinical research laboratories
- » Academic institutions
- » Communities in which BD has operations

### GOVERNMENT

- » Policy makers
- » Regulatory agencies
- » Public health agencies
- » Public research institutions

### BUSINESS PARTNERS

- » Suppliers
- » Joint ventures

### NONGOVERNMENTAL ORGANIZATIONS (NGOs)

- » Philanthropic organizations
- » Service organizations
- » World healthcare organizations
- » Disaster and emergency relief providers
- » Industry trade





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# Society

BD makes important contributions to society and public health through the products we develop, manufacture and sell around the world. We are privileged to work with partners to add value through our corporate social investing program, which comprises strategic collaborations, philanthropy and volunteering.

We seek to improve global health standards and access to healthcare for all communities by giving our time, talent and resources. BD maximizes the impact of our investment by working with leading nonprofit and educational organizations throughout the world. Our strategy consists of:

- » Drawing on Company expertise
- » Facilitating associate engagement
- » Deploying product to meet specific needs
- » Making targeted cash donations

Our efforts are focused on areas where we can have the greatest impact, such as supporting immunization campaigns, promoting healthcare worker safety, raising awareness of pandemic diseases and providing resources for disaster relief and recovery.

We are transparent in our efforts and measure our progress to continually improve our programs.

*To help improve access to quality healthcare, our associates participate in BD Volunteer Service Trips to medically underserved regions of the world.*



# Strategic Collaborations

By collaborating with philanthropic, government and nongovernmental organizations to improve healthcare services, our social investing approach goes beyond traditional financial and product donations. At BD, we also offer our expertise and the commitment of our associates to work with nonprofit partners, deliver essential healthcare services and build healthcare capacity. We strive to provide this support in meaningful ways over the long term and in response to community needs.



In developing countries, a lack of infrastructure, including hospitals, clinics and well-trained health workers, is the biggest barrier to healthcare access. To address underappreciated healthcare needs, collaboration is often more impactful than what one company or nonprofit can achieve on its own. Our most successful collaborative projects bring together a variety of organizations with diverse skill sets.

Through these efforts, we seek to drive specific, sustained outcomes to:

- » Build and strengthen healthcare infrastructures
- » Improve clinical practice
- » Promote best practices and advance applied research
- » Alleviate suffering in emergency and non-emergency settings
- » Support our local communities
- » Advance prevention and wellness

In 2010, we continued engaging with organizations to support safer blood collection, develop training capabilities for lab personnel and extend the reach of immunization efforts.

## PEPFAR

BD collaborates on numerous projects with the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) to combat life-threatening infectious diseases in sub-Saharan Africa. Because this collaboration has demonstrated strong results, BD has strengthened and expanded our involvement. The partnership now has four components:

- » Safer blood collection
- » Lab strengthening
- » Wellness centers
- » Combating sexual violence against women and girls

## SAFER BLOOD COLLECTION

In June 2010, BD and PEPFAR launched a joint initiative to improve blood collection practices in African clinics and hospitals under the leadership of the Kenyan Ministries of Health through the National AIDS and STI Control Program. The program was designed to protect both healthcare workers and patients in five sub-Saharan countries severely impacted by the HIV/AIDS pandemic by improving blood collection practices and specimen handling. To date, more than 500 health workers have been trained in Kenya. We will continue to expand the safer blood collection programs through 2011, starting in Zambia.

*"In the beginning, we were skeptical about the partnership. After all, we were drawing blood for several years, and so we were wondering what was new. Thanks to this partnership, we went through a process of unlearning and then relearning. We now ask ourselves: 'Why didn't we do this before?'"*

- Dr. Rachel Kamaou, Kenya National AIDS/STI Control Program (NASCOP), Ministry of Health, Kenya

## LAB STRENGTHENING

In the fight against infectious diseases, a strong laboratory system is crucial to supporting prevention, treatment and care interventions. BD's and PEPFAR's ongoing Laboratory Strengthening program applies our knowledge, expertise and resources to expand and improve healthcare systems, build local capacity and enhance patient care. Co-developed with the U.S. Centers for Disease Control and Prevention (CDC) and local on-the-ground partners, the program allows BD volunteers to conduct assessments of on-site diagnostics and lab equipment. Since 2008, BD volunteers have conducted lab strengthening activities in 16 countries in sub-Saharan Africa and contributed more than 8,000 volunteer hours.

In 2010, our Lab Strengthening program helped improve the health conditions of thousands in sub-Saharan Africa. For example, with our long-standing partner, Direct Relief International, we focused on enhancing the laboratory specimen referral process and network in Ethiopia to ensure that time-sensitive samples are packed and transported to an appropriate laboratory. In Mozambique, BD quality assurance managers worked with the Ministry of Health

to organize a quality management mentorship program conducted in Portuguese for Ministry personnel. In Uganda, we helped implement a Laboratory Quality Management project that improved diagnostic testing processes for HIV/AIDS and tuberculosis (TB) by deploying five training teams to laboratories.

## LEARN MORE

 [BD Global Health](#) »

## CASE STUDY

### USING GPS TECHNOLOGY TO IMPROVE CAPABILITY

In 2010 in Uganda, BD and PEPFAR jointly introduced global positioning system (GPS) and geographical information system (GIS) technology to map TB testing sites and monitor laboratory quality improvements. This effort supports Uganda's National TB Reference Laboratory referral system, which tracks the management of TB cases.

In 2010, more than 900 collection sites had been mapped, ensuring more than 2,000 patient samples reached the laboratory for testing and accurate diagnosis.

## WELLNESS CENTERS

BD and the International Council of Nurses (ICN) have been collaborating since 2007 to expand and establish wellness centers for healthcare workers in sub-Saharan Africa. Wellness centers are designed to improve retention, promote better health and show appreciation for African healthcare workers who contribute to the battle against HIV/AIDS, TB and other infectious diseases.

More than 20,000 healthcare workers and their family members have benefitted from this dedicated healthcare program, which includes confidential HIV and TB services and psychosocial care, including stress management. The program's success has helped a healthcare workforce that is better able to meet the needs of the population.



“Efforts to build country health systems are essential as we transition toward greater sustainability of HIV/AIDS prevention, treatment and care efforts, and broader public health initiatives. PEPFAR’s collaboration with BD is supporting the development of this essential country capacity by strengthening health systems in the areas of human resources and laboratory services.”

- Ambassador Eric Goosby, U.S. Global AIDS Coordinator

CASE STUDY

TOGETHER FOR GIRLS



BD is a member of *Together for Girls*, the first global partnership focused on ending sexual violence against girls and women. The project was announced in 2009 by former U.S. President William J. Clinton at the annual meeting of the Clinton Global Initiative. Through PEPFAR and in collaboration with the U.S. State Department’s Office of Global Women’s Issues, the partnership brings together 10 international organizations from the public, private and nonprofit sectors.

The group addresses the systemic and societal foundations of sexual violence, focusing on data collection through national surveys, programmatic interventions of prevention and protection, and communications to mobilize necessary changes in social and behavioral norms.

LEARN MORE

 [U.S. President’s Emergency Plan for AIDS Relief \(PEPFAR\) >>](#)

CASE STUDY

BRINGING HOPE TO INDIA’S DIABETES PATIENTS



India faces a diabetes crisis: the number of people with diabetes is expected to grow by 54 percent to 80 million by 2025.

In India, BD partners with Project HOPE, an organization that provides lasting solutions to health problems by combining education with public awareness campaigns to empower patients to take responsibility for their own health, ultimately decreasing morbidity and mortality in India caused by diabetes.

Through the India Diabetes Educator Program (IDEP), a four-year, multipartner initiative, BD is sharing our healthcare and product

expertise along with financial support. The first large-scale initiative to train and educate health professionals in India about diabetes, it uses distance learning and on-site interactive workshops.

The program aims to develop more than 3,000 diabetes educators by the end of 2011. Thus far, 10 Partner Centers in diabetes care and management have implemented the program. More than 3,400 students have enrolled in the postgraduate certificate in diabetes education program, and more than 1,500 students have already been trained.

NATIONAL CANCER COALITION

The annual incidence rate of cervical cancer in Peru is estimated to be between 48–115 cases per 100,000 women (compared with 29 cases per 100,000 in South America and only eight cases per 100,000 in the U.S.). To help address these disproportionately high incidence rates, BD has partnered with the National Cancer Coalition on a cervical cancer initiative at the nonprofit CerviCusco Clinic in Cusco, Peru. BD’s support includes cash and product donations as well as technical expertise.

The initiative targets impoverished indigenous women in remote villages in the Peruvian Andes Mountains. Over a three-year period, it aims to provide high-quality cervical cancer screening and care to 75,000 women previously denied access to modern cervical cancer prevention.

To learn more about our Global Health Initiative and efforts to help strengthen healthcare systems and increase access to healthcare in the developing world, visit [www.bd.com/globalhealth](http://www.bd.com/globalhealth).

OUR TRUSTED PARTNERS

Throughout 2010, BD continued long-standing collaborations with our Trusted Partners, nonprofit organizations dedicated to improving healthcare around the world. BD showcased their work in a variety of publications, including *National Geographic*, *The New Yorker* and *TIME*.

LEARN MORE

 [Our Trusted Partners website >>](#)



# Philanthropy

BD provides cash and in-kind donations each year to many leading global health organizations to strengthen healthcare systems around the world. In fiscal year 2010, we donated **\$18.5 million** in cash grants and products to select NGOs and humanitarian aid and health organizations around the world. We identify and work with specific partners on initiatives in our key focus areas to address healthcare needs throughout the world, including the communities where we live and operate.

## PRODUCT DONATION PROGRAM

BD donates products to meet critical healthcare needs in emergency situations and to support ongoing healthcare services for those at risk.

To ensure that our donations reach those in the greatest need, we rely on the expertise of leading non-governmental organizations (NGOs) providing disaster relief, such as AmeriCares, Catholic Medical Mission Board, Direct Relief International, Heart to Heart International, Project HOPE, MAP International and Mercy Ships. All of our product donations are strategic responses to the expressed needs of recipient organizations.

In fiscal year 2010, BD donated more than \$11.8 million worth of product to international relief agencies for medical missions, community outreach programs and disaster relief and recovery efforts.

*BD partnered with AmeriCares to provide 25 million auto-disable syringes for use in the World Health Organization's H1N1 flu vaccine campaign in more than 30 countries.*

## BD FY2010 GIVING

**\$18,506,683** TOTAL

CASH = \$6,705,463

INCLUDES \$1,047,508 IN MATCHING GIFTS

PRODUCT DONATIONS = \$11,801,220



BD was recognized as one of the top ten U.S. corporate contributors to aid Haiti's relief and recovery efforts following the 2010 earthquake.

## BD AND THE 2010 HAITI EARTHQUAKE

BD's response to the 2010 Haiti earthquake ranked eighth in U.S. corporate contributions, according to the U.S. Chamber of Commerce. To date, we have committed \$5 million in product and cash to the earthquake response, with donations of \$3.68 million in fiscal year 2010. Most of BD's remaining commitment is planned for additional product donations as well as logistical and in-country support to our Trusted Partners.

## CASE STUDY

### BD'S PRODUCT DONATION PROGRAM HELPS SAVE WILDLIFE IN THE GULF OF MEXICO

After a major oil spill in the Gulf of Mexico in the spring of 2010, BD donated more than 30,000 syringes and other medical supplies to Direct Relief International for distribution to animal rescue and rehabilitation sites in Florida, Louisiana and Mississippi. The assortment of syringes was used to feed and medicate sea birds, sea turtles, dolphins and other marine mammals.



## LOCAL INVOLVEMENT

BD's reach covers the world. We are committed to supporting our neighbors in all communities where BD operates. BD sites around the world donated \$1.9 million in cash and products to local organizations involved in cancer and diabetes outreach and educational programs.

BD recognizes that needs are great everywhere, including in New Jersey where our corporate headquarters are located. The focus of our local support efforts ranges from educational institutions to food pantries and organizations serving the homeless or others in need.

On a national level in the U.S., BD is sponsoring The Joint Commission's Center for Transforming Healthcare. The organization seeks to reduce the spread of healthcare-associated infections (HAIs) by creating and implementing solutions that address the quality and safety challenges facing healthcare organizations. The Joint Commission Center shares the solutions with the more than 19,000 healthcare organizations it accredits and certifies to help transform healthcare into a more reliable industry.

## BD MATCHING GIFTS PROGRAM

We recognize the power of an engaged workforce in addressing community needs. Every BD associate can make a difference through volunteer efforts and personal donations.

We match personal time that U.S. associates volunteer to nonprofit organizations with a financial donation. Thousands of gifts are matched each year to support hundreds of nonprofit efforts. In 2010, BD matched \$1,047,508 of associates' monetary gifts and volunteer time.

## TOP 10 2010 GRANT RECIPIENTS

- » **Direct Relief International:** BD Associate Volunteer Service Trip to Ghana
- » **Catholic Medical Mission Board:** Disaster relief efforts in Indonesia, the Philippines and Vietnam
- » **AmeriCares:** H1N1 immunization programs worldwide; Excellence in Healthcare Worker Safety Initiative program, Tanzania
- » **Heart to Heart International:** Ready Relief Box and Forward Response Centers for disaster response in Indonesia, the Philippines and Vietnam
- » **Project HOPE:** Train-the-Trainer program for diabetes treatment in India; Basrah Children's Hospital in Iraq
- » **U.S. Fund for UNICEF:** Maternal and Neonatal Tetanus Initiative; Haiti disaster relief
- » **American Red Cross:** Disaster relief for Haiti, Indonesia, the Philippines, and Vietnam
- » **Accordia Global Health Foundation:** Infectious Disease Institute Laboratory Training program; PEPFAR Laboratory Strengthening program
- » **Save the Children:** Community Case Management program in Haiti
- » **Columbia University:** Millennium Villages project through The Earth Institute and Business School

## CHALLENGES

BD has sustained our philanthropic commitments despite a flat budget, rising requests for support and a heightened urgency from our partners to ensure continued support. BD values a strong social return on investment. The impact of our funding has been critical in enabling our partners to maximize other outside funding opportunities.



# Volunteering

Volunteer service has been an important part of BD's culture since the Company's founding in 1897. We encourage associates to become involved with nonprofits in their local communities and around the world, as individuals or through BD-sponsored programs.

Thoughtfully designed volunteer programs build strong, effective work teams, give associates the opportunity for personal development and enhance leadership and professional skills.

## KNOWLEDGE-AND SKILLS-BASED VOLUNTEERING

Our focus on knowledge- and skills-based volunteering allows associates to share their professional acumen with nonprofit groups. Their impact is felt for years beyond the initial service experience. At BD, we also recognize the insights our associates gain while working alongside healthcare providers serving people in need worldwide.

*“Proper diagnosis is the crucial first step to treating patients with TB. It feels good knowing that I contributed to the fight against TB by training microbiologists.”*

- Tiffany Collins, BD Volunteer in South Africa, March 2010



BD associates helped transform an aging elementary school into a community center in San Antonio, Texas, USA.

In 2010, BD associates and representatives from leading healthcare organizations volunteered at the African Center for Integrated Laboratory Training in Johannesburg, South Africa, to teach a 10-day course on the growth and detection of TB. Developed and taught by world-class TB trainers, the class is geared toward microbiologists who work throughout Africa.

## BD VOLUNTEER SERVICE TRIP PROGRAM

Through our Volunteer Service Trip Program, all BD associates with the Company for at least one year are invited to apply for three-week assignments to help improve healthcare in medically underserved regions. For example, in 2009, BD associates, in collaboration with Direct Relief International, leveraged their expertise to improve capacity among local healthcare workers in Ghana. Efforts included training in infection control, obstetrics, emergency care, blood bank management, recordkeeping, healthcare worker safety and supporting outreach clinics in neighboring areas.

Due to political unrest and volatile situations in the countries designated for the 2010 Volunteer Service Trip, BD delayed the trip, as our associates' safety is of the utmost importance to us. A BD volunteer team will travel to Haiti in May 2011 to work with Heart to Heart International and Partners In Health to improve the conditions of and provide critical care to those suffering in the aftermath of the 2010 earthquake, hurricane and cholera outbreak.

**15,916** HOURS OF VOLUNTEER TIME  
THAT BD ASSOCIATES SERVED DURING WORK HOURS AND  
ON THEIR OWN TIME DURING FY 2010

## CASE STUDY

### BD - MEXICO TEAM EARNS 2010 HENRY P. BECTON VOLUNTEER IMPACT AWARD



Associates from BD - Mexico combined volunteer efforts with product donations to benefit the children cared for by Casa de la Amistad, a therapeutic center for children with cancer. A nutrition drive brought 2,204 pounds of powdered milk to the nonprofit's pantry, and 190 boxes of food were distributed to the children's families.

BD - Mexico also arranged for BD Biosciences to donate a BD FACSCalibur™ Flow Cytometer to the XXI Century Hospital in Mexico City. This equipment will make better diagnostic resources available for the children of Casa de la Amistad.

## RECOGNITION

The Henry P. Becton Volunteer Impact Award program recognizes excellence in the community involvement and philanthropic efforts of BD associates and retirees. BD also makes financial contributions to the organizations where the award recipients volunteer. As part of the 2010 program, we awarded \$35,000 in grants to 19 nonprofit organizations worldwide.

The award program honors late BD Director Emeritus Henry P. Becton, son of BD co-founder Maxwell Becton, for his lifelong commitment to community service.

## COMMUNITY SERVICE

Eligible U.S. associates are encouraged to volunteer for up to two full days of paid time off per year to take part in community service. Many volunteers give their time at schools and to support healthcare and community organizations. In fiscal year 2010, U.S. associates performed more than 15,916 hours of volunteer time during BD work hours.



## FUNDAMENTAL HEALTHCARE NEEDS

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# Fundamental Healthcare Needs

BD contributes to improving healthcare through our core products and services, which include medical devices, laboratory equipment and diagnostic products. Our strategy is to increase sustainable revenue growth by serving as a global leader in developing and applying technologies to solve emerging, sometimes underappreciated, but important and fundamental healthcare problems.

We invest in product development and work with our customers to maximize the benefits of our products for patients and healthcare providers.

Our approach focuses on three areas:

- » Enabling faster and more efficient **discovery and development** of medical therapies through our research technologies;
- » Facilitating quicker and more accurate **diagnosis** to accelerate and improve the treatment of disease;
- » Providing unique and affordable devices to safely and effectively **deliver** drugs and vaccines.

Investing in products and technologies specifically designed to meet the needs of the developing world is a priority. BD is committed to creating affordable, sustainable access to these vitally needed technologies.

*BD associates collaborate with local healthcare workers to improve their ability to accurately diagnose and treat patients in their communities.*



# Discovery and Development

Our **BD Biosciences** segment is focused on developing next-generation research systems. Working closely with our customers, we grow our understanding of the technologies needed to contribute to faster, higher-quality, more accurate and more effective research and clinical care.

BD's life sciences products include biological and analytical tools that enable the culture and analysis of cells under controlled, more *in vivo*-like conditions (experimentation using a whole, living organism as opposed to a partial or dead organism). Our work helps to isolate, grow and analyze living cells and tissue, which advances basic scientific research and leads to the development of new therapies.

## FLOW CYTOMETRY

Flow cytometry is a process that analyzes a population of cells on a cell-by-cell basis. It is a critical capability for today's researchers and clinicians who are looking for the very few cells among the many in a sample that will enable them to diagnose, monitor or study a disease or biological process. The process can also measure multiple parameters of single cells simultaneously, which allows researchers and clinicians to gather more information from a single sample faster than ever before.

BD flow cytometers are used in stem cell research, immunology CD4 monitoring and leukemia/lymphoma phenotyping.

The **BD FACSAria™ III Cell Sorter**, released in 2010, features many new technology innovations and gives researchers the ability to run complex multicolor experiments using up to six lasers. It includes a novel way for owners of earlier models to protect their investments by upgrading using a field-installed kit.

The next-generation **BD Influx™ Cell Sorter**, also released in 2010, was the first commercially available model to support seven lasers. As an open development platform, the BD Influx sorter allows a high level of customer configuration, providing flexibility to meet specific application or environmental requirements.

## CELL CULTURE

Cell culture, the technique used to grow cells for observation outside of the body, plays a significant role in scientific research and the diagnosis of disease. Challenges posed by this technique include unstable cells, contamination and degeneration.


An important part of cellular research is the ability to grow cells in a laboratory environment that closely resembles conditions inside the body. Often cells are cultured from stocks that are stored in freezers. When thawed, they might be damaged and produce inconsistent adhesion under traditional tissue culture surfaces.

**BD PureCoat™** surfaces, a new family of chemically defined, animal-free cell culture surfaces, have been designed to improve the quality and durability of cells, maintain their integrity and maximize consistent results.

## ASSAYS

Scientists use assays to examine the effect of a drug and how it works. BD's drug metabolizing assays allow drug developers to screen out potentially toxic candidates. Our high-quality tests quickly help researchers determine the risks of potential drugs long before they reach patients. We are expanding our line of drug metabolism and toxicity assays.

### LEARN MORE

 [BD Biosciences online »](#)

# Diagnosis

**BD Diagnostics** products are used for diagnosing and managing infectious diseases and cancers, for selecting and monitoring the effectiveness of therapeutics, and for the safe collection and transport of patient specimens used for diagnosis.

Cancer, for example, is a disease that can exist without symptoms. Early and accurate diagnosis helps improve outcomes and reduces healthcare costs by enabling the appropriate treatment to start sooner. Accuracy reduces the need for retesting (minimizing laboratory costs), and early treatment prevents patients from developing complications that are costly to treat.

## INFECTION PREVENTION AND MANAGEMENT

### HEALTHCARE-ASSOCIATED INFECTIONS (HAIs)

HAIs are infections that hospitalized patients develop while receiving treatment for other conditions. Typically, these infections result from inadvertent exposure to pathogenic bacteria, which can be transmitted from patient to patient via a healthcare worker's hands and/or exposure to surface contamination, such as on bedrails and sinks.

Many of the millions of HAIs that occur each year could be prevented, thereby improving patient health and lowering healthcare costs. One way to help prevent transmission is to identify which patients are carrying HAI-causing pathogens and take measures to prevent subsequent development of infection and spread to other patients.

Many hospitals test new, high-risk patients for methicillin-resistant *Staphylococcus aureus* (MRSA), one of the most troubling HAI-causing pathogens. The **BD GeneOhm™ MRSA Assay** is a molecular diagnostic test for quick and accurate detection. This BD assay provides definitive results within two hours, compared with up to 72 hours using conventional microbiology-based cultures. Speedier diagnosis allows healthcare workers to treat patients quickly and prevent the spread of MRSA.

To assist hospitals in tracking and reporting infections, BD created the **BD Protect™ Automated Infection Surveillance System**. Automated detection and analysis of hospital infections data enables healthcare workers to quickly and accurately target interventions to protect patients, measure effectiveness and more easily meet official reporting requirements for HAIs.

### SEPSIS

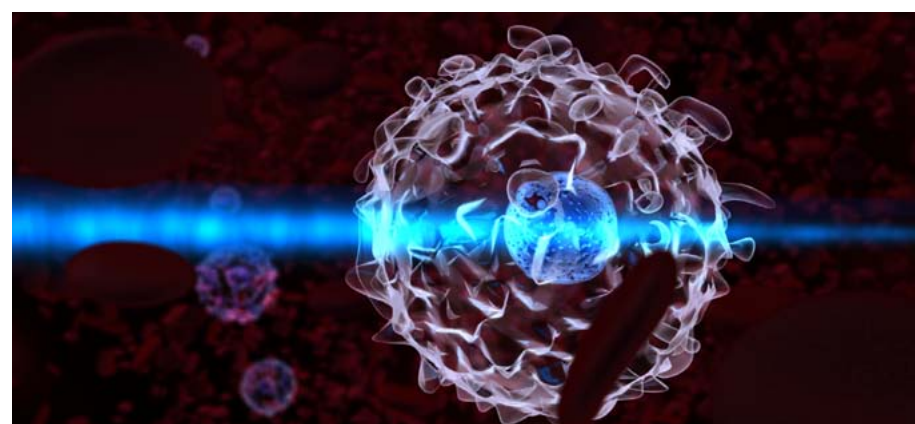
Sepsis is a life-threatening condition where the body's response to an infection injures its own tissues and organs. Mortality is extremely high, ranging from 15 percent (patients with early sepsis) to up to 60 percent (patients with septic shock).

Speed of diagnosis is critical. The **BD BACTEC™ FX Blood Culture System** rapidly confirms the bloodstream infection, while the **BD Phoenix™ System** quickly identifies the pathogen to determine treatment.

### TUBERCULOSIS (TB)

Every year, 9.4 million new cases of active TB are reported globally and 1.8 million TB-related deaths occur worldwide. In the developing world, the burden of TB has been significantly aggravated by the emergence of new, drug-resistant strains. BD plays a central role in battling TB in developing countries by:

- » **Increasing access** to critical BD technologies through economically sustainable pricing agreements, advocacy and policy efforts and by investing in our service and support networks in developing countries
- » **Providing technical assistance** by deploying BD associates who serve as key resources to transfer knowledge and skills that can help build much needed capacity





In the developing world, we are making a powerful impact through the introduction of our **BD BACTEC™ MGIT™ Systems**, which use liquid culture technology that is faster, more accurate and more comprehensive than conventional solid or smear approaches.

In 2010, we launched the **BD BACTEC™ MGIT™ 320 Mycobacteria Culture System**, a new, smaller-capacity system used to quickly and accurately detect tuberculosis. Designed for laboratories with smaller volumes, liquid technology will now be more readily available on a global scale, which will help in the efforts to reduce TB deaths and decrease transmission rates in high-risk areas.




BD's liquid-based cytology tests offer significant improvements in both disease detection and lab productivity to quickly locate abnormal, often precancerous, cervical cells.

### MOLECULAR DIAGNOSTICS

Molecular diagnostic tests analyze genetic content (DNA and RNA) for disease information, including assessing a predisposition to develop a disease. As the need for rapid, highly sensitive, automated molecular tests continues to grow, BD is leading in areas of innovation and unique, groundbreaking product offerings.

BD launched its new **BD MAX™** automated molecular diagnostic testing platform for rapid testing for Group B *Streptococcus* (GBS), which remains a leading cause of morbidity and mortality among newborns. Our **BD ProbeTec™** and **BD Viper™ XTR™** platforms perform molecular tests that are used for the detection of sexually transmitted infections (STIs) including Chlamydia and Gonorrhea.

#### LEARN MORE

 [Reducing the spread of infection »](#)

### WOMEN'S HEALTH

Cancer treatments are highly effective when the disease is found early. We provide clinical products and comprehensive solutions for clinicians and specialists in the areas of gynecologic health as well as cancer detection and management.

Every year, cervical cancer claims the lives of more than 300,000 women globally, and more than 470,000 women are diagnosed annually. Early detection of cervical cancer and its malignant precursors is imperative for survival. BD's cancer diagnostic capabilities offer significant improvements in both disease detection and lab productivity to locate abnormal and often precancerous cervical cells quickly.

The **BD SurePath™ Liquid-Based Pap Test** uses collection devices that ensure all gathered cells are sent to the laboratory, which improves the chances of disease detection. The test employs liquid-based cytology (the study of cells), which is preferred to traditional smears because it produces a better representation of cellular-level conditions.

*BD's collaboration with FIND (Foundation for Innovative Diagnostics) is helping to bring advanced TB testing to developing countries. In 2010, BD and FIND collaborated with global health organizations in Asia to provide training for young TB scientists and technicians from India, Myanmar, Thailand and Vietnam. The curriculum was designed much like the training approach used by PEPFAR and BD in South Africa.*

# Drug Delivery

BD helps ensure the safe and effective delivery of medicines and vaccines through unique and affordable drug delivery systems globally. The **BD Medical** segment is a leading supplier of medical devices and a top innovator for injection- and infusion-based drug delivery.

### PREFILLABLE DRUG DELIVERY

Our BD Medical - Pharmaceutical Systems unit provides high-quality and clinically proven prefilled drug delivery systems. The benefits of using prefilled systems include maximized yield, increased efficiency, lower overfill — which helps reduce costs — and reduced risk of dosage error and contamination.

BD is committed to the highest standards in developing self-injection systems to encourage patient compliance by making drug delivery safer, easier and less intimidating. In 2010, BD launched a Self Administration of Injectables Systems (SAIS) initiative, designed to improve the delivery of new drugs for better management of major, chronic conditions such as Multiple Sclerosis (MS) and Rheumatoid Arthritis (RA). The **BD Physioject™ Disposable AutoInjector** is an example of an easy-to-use, next-generation disposable autoinjector.

### FOCUS ON DIABETES

Living with diabetes is a challenge. Until a cure is found, BD's goal is to make disease management as comfortable as possible for people with diabetes, which increases the likelihood that they will adhere to their treatment.

Injecting insulin every day can cause discomfort for patients and is particularly challenging for parents of child sufferers. BD is committed to improving the injection experience, as demonstrated by our long history of innovative firsts, including the first insulin syringe in 1924 and the first 5mm pen needle in 1999.

In 2010, BD launched the **BD Ultra-Fine™ Nano**, the world's smallest pen needle. Clinically proven to be as effective as larger needles, the 4mm BD Nano is less painful and less intimidating. We are confident that this tiny needle will make a difference helping patients stay with their therapy.

### INSULIN ENHANCING THERAPY

The close of 2010 marked the first year of collaboration between BD and the Juvenile Diabetes Research Foundation (JDRF).

BD's research and development team is exploring the delivery of insulin to patients in an infusion set. The multiyear collaboration will continue to focus on developing technologies that improve glucose control. Ultimately, these may serve as a critical element of closed-loop artificial pancreas systems.

### REDEFINING SKIN INJECTION SAFETY

The reuse of injection needles and accidental needlesticks can encourage the spread of life-threatening diseases. BD is committed to providing comprehensive, affordable solutions to address injection safety issues.

We have also begun to reduce the environmental impact during key stages of a product's life cycle, including the making and disposal of syringes. For example, we are using 100 percent renewable electricity at our three largest hypodermic syringe plants in the U.S., one of which is also sending zero waste to landfills. This year, we introduced the **BD ecoFinity™ Life Cycle Solution** in the U.S. as a way to recycle sharps waste and recover materials for new products.

Read more about our efforts to reduce the environmental impacts of our products, in the [Environment section](#) of this report.



BD Nano pen needle

#### LEARN MORE

 [About BD Diabetes »](#)



## PRODUCT RESPONSIBILITY

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# Product Responsibility

BD products play a key role in the discovery, diagnosis and treatment of diseases, and they are used by millions of people each day.

Key tenets of our product responsibilities are: quality, affordability and providing education and training for use. We work to develop products that are safe to use and that minimize injuries. Our approach includes integrating safety-engineered features into our product design, training healthcare workers on how to use our products, and sharing information and best practices with patients and other stakeholders.

Safety and quality are priorities when we research and develop our products, as is the sourcing of materials. Our catalogue of more than 332 safety-related U.S. patents demonstrates our commitment to product safety.



# Healthcare Worker Safety

Healthcare workers face many risks in their daily duties, including accidental needlesticks and exposure to bloodborne pathogens. BD pioneered safety-engineered medical devices and has been at the forefront of this field for more than two decades.

No other company has invested more capital, human resources or technological know-how in reducing needlestick and other sharps injuries around the world. BD is a leading supplier of devices designed to mitigate such risks.

We incorporate safety features into product design and train healthcare workers on how to use our products appropriately. We conduct surveys to understand healthcare workers' experiences with our products, which better inform our product development. We gather feedback on the safety of our products from market research, our Customer Service department and our advisory boards.



## PRODUCT DESIGN

Safety-engineering is the process of considering the potential injuries that can occur to healthcare workers and patients during product use, then designing the product to help protect against such injuries.

Our diverse product portfolio of safety-engineered devices includes hypodermic syringes and needles, IV catheters, blood collection devices and sharps collection containers. Our safety-engineered solutions range from adding protective covers on needles to enabling single-handed activation of the device's safety feature. In some cases, we have eliminated the need for needles entirely by developing prefilled flush syringes as well as needleless IV access solutions. [See BD's Healthcare Worker Safety website](#) for more information.

Improving the safety of drug delivery and blood collection demands continuous improvements to our products. For example, our **BD Nexiva™ Closed IV Catheter System** and **BD Vacutainer® Push Button Blood Collection Set** include safety-engineering advancements that offer greater protection and improved functionality.

## TRAINING

Education and training are important factors in maintaining the safety of healthcare workers. A team of BD "Care Consultants" train healthcare workers to use our products correctly and provide basic safety training on topics such as how to minimize exposure to bloodborne pathogens. Training is often provided at customer sites when a BD product is introduced. For large customers with more than one location, our team uses a "train the trainer" approach so that the healthcare workers at each site are properly trained.

Computer-based training modules are often used for certifying healthcare workers on the use of a product. We produce pocket guides and wall charts to remind healthcare workers about how to use our products safely.

Visit the [Society section](#) to read about BD's strategic collaboration with PEPFAR to support safe blood collection.

## IMPROVING LABORATORY PRACTICES

BD's training and lab strengthening programs create sustainable improvements in healthcare in developing countries. Our [Good Laboratory Practice \(GLP\)](#) training program covers more than 60 countries, and 5,566 participants have been trained in 623 sessions since August 2004. Training is conducted by BD associates, who share their knowledge and expertise with local healthcare workers. Sessions address fundamental healthcare principles such as safe blood collection techniques.

## SHARING BEST PRACTICES

BD shares information and best practices for improving healthcare worker safety with healthcare providers.

Our Customer Advisory Board is made up of key hospital personnel from around the United States. The board meets up to three times per year to discuss important issues in the medical industry, including healthcare worker safety.

We have established Scientific Advisory Boards (SABs) comprised of local opinion leaders, such as professors and scientists, in each of our operating regions. These boards work with us to develop safety models to reduce exposure to bloodborne pathogens as well as share best practices for better clinical procedures and improved patient outcomes.

For example, throughout 2010, SABs for the BD Diagnostics - Preanalytical Systems unit participated in symposia, executed clinical studies, published papers, offered insights on new trends in healthcare and laboratory medicine, and provided feedback on BD product development. In 2010, the unit's SAB global network grew to seven with the addition of a Japanese SAB.

## ADVOCACY

We advocate for public policies that promote implementation of best practice guidelines to reduce needlestick and other sharps injuries and take additional measures, including providing education on the use of safety-engineered devices. We work with policy makers, professional societies, patient organizations and healthcare worker organizations to advance sound public policy that helps to safeguard patients and healthcare workers.

## CASE STUDY

### MOVING THE NEEDLE ON SHARPS SAFETY

In 2010, BD marked the 10th anniversary of the *Needlestick Safety and Prevention Act* by sponsoring a two-day conference held at the International Healthcare Worker Safety Center at the University of Virginia. The Center is a leader in epidemiological research on needlesticks and blood exposures. The event highlighted the progress achieved in improving needlestick safety as well as focused on the remaining challenges.

Panel discussions explored specific issues facing the U.S. and E.U. as well as strategies to improve safety in settings where compliance is inadequate. BD Director of Global Health, Renuka Gadde, moderated a panel on "Advancing the Sharps Safety Agenda in Developing and Transitional Countries." Panelists included representatives from the [World Health Organization \(WHO\)](#) and the [U.S. Centers for Disease Control and Prevention \(CDC\)](#). BD also provided support to another anniversary event organized by the American Nurses Association (ANA). The ANA held a webcast and press conference in Washington, D.C. to relaunch its *Safe Needles Save Lives — It's the Law* campaign.

BD supports the education and communication efforts of these organizations. In particular, their work to increase awareness of the *Needlestick Safety and Prevention Act* and its objective, which is to engage healthcare workers in the annual review, evaluation, selection and use of safety-engineered devices at all medical facilities.

## LEARN MORE

[Timeline of BD's Safety-related Innovations »](#)



# Patient Safety

Patient safety is among our highest priorities. We focus on improving the design of our products to speed diagnosis, help healthcare professionals and patients use our products correctly, reduce the risk of infection and minimize discomfort to patients.

Drawing blood from patients and administering injections and infusions is an essential part of healthcare. Managing these processes effectively can help to eliminate related risks, such as:

- » Exposure to bloodborne pathogens if single-use items are reused
- » Healthcare-associated infections
- » Poor specimen quality, which can delay diagnosis and treatment and result in unnecessary repeat needlesticks for patients
- » Potential mislabeling of specimens, resulting in misdiagnosis

## PREVENTING INFECTION

Nearly all BD needles and syringes are designed and labeled as single-use items intended to be disposed of after one use. However, some healthcare workers are unaware of, do not understand or do not adhere to the guidelines for appropriate use of these products. The reuse of syringes is a safety risk and can lead to transmission of bloodborne pathogens.

The problem of reuse is particularly acute in developing countries where resources and medical supplies are limited. BD's auto-disable injection devices, such as the **BD SoloShot™ Auto-Disable Syringe**, can only be used once and are designed to prevent the spread of disease from reused syringes.

Syringe reuse is also an issue in the U.S. and has caused contamination of medication in multidose vials, which has led to outbreaks of hepatitis B (HBV) and hepatitis C (HCV). In response to this growing problem, BD partnered with healthcare providers and patient groups to establish the Safe Injection Practices Coalition to promote best practices in the U.S.

Additionally, HBV and HCV outbreaks have been reported as a result of using saline solution from a contaminated IV bag when preparing flush syringes for multiple patients. The Infusion Nurse Society, U.S. Centers for Disease Control and Prevention (CDC), Institute for Safe Medication Practice and The Joint Commission Center support single-use flushing systems for maintaining IV catheters.

## CLOSED IV CATHETER SYSTEMS

One of BD's innovative solutions is the **BD Nexiva™ Closed IV Catheter System**. This simple, all-in-one, safety-engineered product is designed to increase first-stick success and reduce blood exposure to clinicians through its innovative blood containment system. This product is often coupled with the **BD Q-Syte™ Luer Access Split-Septum Device**, which helps reduce the risk of catheter-related bloodstream infections (CRBSIs).

## PREFILLED FLUSH SYRINGES

BD prefilled flush syringes reduce the risk of CRBSIs by providing the clinician with a sterile, ready-for-use product that reduces the risk of contamination. The **BD PosiFlush™ Prefilled Syringe** is the first syringe specifically designed for clearing and ensuring that the IV catheter functions correctly.

## IMPROVING PATIENT COMFORT

We designed our **BD AutoShield™ Pen Needles** for patients receiving frequent injections, such as those with diabetes. These pen needles are less intimidating because they conceal the needle from view. A safety-engineered feature that locks after the injection is administered helps prevent accidental needlestick injuries.

## THE PREANALYTICAL PHASE

The **BD Vacutainer® Rapid Serum Tube (RST)** is designed to reduce the time it takes for blood tests to be analyzed, resulting in faster diagnosis. It is the first U.S. serum blood collection tube that can be centrifuged only five minutes after it is filled. This is because of proprietary technology that causes blood to clot more rapidly than standard gel tubes, which can take 30 minutes.



BD's core purpose of "Helping all people live healthy lives" is reflected in our commitment to improve patient safety by reducing risks of infection.

The RST provides a significant advantage when quick decisions are needed in emergency rooms and intensive care units. The device can also help improve sample quality and reduce hemolysis (the breaking open of red blood cells, which can cause inaccurate results).

## IMPROVING LOW-VOLUME BLOOD COLLECTION

Low-volume blood collection involves collecting and testing blood from patients with veins that can be difficult to access, such as infants, children, oncology patients and the elderly. Venous blood samples drawn from these patients are often small and cannot be used if collected in traditional evacuated tubes. A solution to this problem is collection of capillary blood through fingersticks into microcollection tubes.

The **BD Microtainer® MAP** collection tube, introduced in 2010, is the first one-piece microtube fully compatible with most automated hematology instruments. The collection tube reduces turnaround time and costs associated with sample processing and relabeling. Additionally, the BD Microtainer MAP tube accommodates standard, full-size patient identification labels to reduce the risk of labeling errors and subsequent misdiagnosis.

## TRANSFORMING THE PRACTICE OF GLOBAL PERIPHERAL INFUSION

The most common method of administering intravenous therapy to patients is through IV catheters. In addition to providing access for IV therapy, the use of IV catheters creates the risk for catheter-related bloodstream infections (CRBSIs). In the U.S. alone, it is estimated that more than 80,000 CRBSIs occur each year with a mortality rate of 12–25 percent. BD continues to advance product technology to minimize this risk. In recent years, we have offered to clinicians new products including the **BD Nexiva™ Closed IV Catheter System**, **BD Q-Syte™ Luer Access Split-Septum IV Connector** and **BD PosiFlush™ Prefilled Syringes**, all of which have been shown to reduce risk for CRBSI.

Today, a higher standard of safety is expected in nearly every facet of patient care. More than 1.4 billion peripheral IV catheters are placed globally each year, and evidence-based product technology advances in this area are important to clinicians caring for patients, especially at a time when patient safety and fiscal responsibility are top priorities at every level of healthcare. BD is making a concerted effort to dramatically improve access to safe infusion therapy and raise the standard of care globally by providing high-quality products that are safer for both patients and healthcare workers.



# Supply Chain Effectiveness

Making safe products demands high-quality materials and components. We have an effective and systematic supply chain management system in place to ensure that our sourcing maintains our quality standards. Launched in 2010, our Sustainable Procurement strategy directs our suppliers to take responsibility for their own environmental impacts.

## MANAGEMENT

BD's supplier management program focuses on four areas:

- » **Performance Management** comprises our compliance driven, company-wide procedural elements of supplier management that govern how BD identifies, classifies, qualifies and conducts ongoing management with a given supplier.
- » **Supplier Continuous Improvement (SCI)** programs employ BD's operational excellence methodologies of Lean and Six Sigma to define, plan and execute projects that bring significant improvement, sustainability savings and value to BD.
- » As BD continues to strive toward faster and more efficient new product development, **Supplier Engagement** becomes central to our ability to identify and partner with suppliers capable of bringing innovation and new technology to the market.
- » BD's **Supply Base Risk Management** function actively looks to quantify and mitigate against key risks posed by our supply base, such as business continuity, financial liquidity, price fluctuations and pandemic preparedness. The group focuses on the approximately 900 critical suppliers in the areas of production and finished goods.



## SUPPLIER AUDITS

We systematically assess suppliers who provide critical materials or services. Our Business Systems Assessment is a key indicator of the capability of the supplier to be a long-term viable option for BD, while the Quality Systems Assessment (either a quality self assessment or an on-site audit of the supplier manufacturing location) identifies if the supplier's quality management meets our stringent requirements. All assessments are determined by a set frequency and quality history of the supplier site.

### CASE STUDY

#### BD JOINS SMARTWAY TO CUT ROAD FREIGHT EMISSIONS



In 2010, BD joined the **SmartWay Transport Partnership**, a program run by the U.S. Environmental Protection Agency (EPA) in collaboration with the freight industry designed to significantly reduce greenhouse gases and air pollution.

Established in 2004, the SmartWay Transport Partnership fosters teamwork between businesses and freight transport operators to improve environmental performance and reduce emissions. As a SmartWay Shipper, BD pledged to ship at least half of our products using SmartWay Transport Carriers committed to fuel efficiency.



Ensuring the quality of the materials we buy is imperative to making safe products.

Approximately 900 supplier locations produce materials and/or services considered "critical" to our end-user products. In 2010, we conducted 418 Quality Systems Assessments, which included 317 on-site supplier audits and 101 supplier self-assessment surveys.

In 2011, we plan to conduct 345 Quality Systems Assessments (245 on-site audits, 100 surveys). We use supplemental questionnaires along with the supplier self-assessment surveys to monitor the social responsibility of our critical suppliers.

## SUSTAINABLE PROCUREMENT

In 2010, BD launched a new strategy in sustainable procurement to support the Company's sustainability targets for 2015. BD's Sustainable Procurement Steering Committee, led by our Director of Global Supply Chain Stewardship, developed the strategy and set out the timeline for implementation.

Elements of the Sustainable Procurement Strategy include:

- » Expectations for Suppliers Guide
- » Environmentally Preferred Procurement
- » Sustainability Innovation
- » Metrics and Reporting

In the first year of our new strategy, we established the [BD Expectations for Suppliers Guide](#). In 2011, we plan to incorporate the Guide into all purchasing-related documents. Using a phased approach starting in 2011,

we will seek suppliers' agreement with the Guide. We will also work to develop mechanisms to evaluate supplier compliance with the Guide, as well as a scorecard and methodology for suppliers. We defined and are establishing our Environmental Preferred Purchasing Policy (EPP) for use across our business.

### CASE STUDY

#### BD GREEN INNOVATION FORUM ENGAGES SUPPLIERS IN SUSTAINABILITY

As part of our new Sustainable Procurement Strategy in 2010, BD hosted a technology summit at BD Technologies in Research Triangle Park, North Carolina. The event brought four of our key plastics suppliers together to discuss materials innovation in the supply base.

Suppliers showcased their strategies in sustainability and discussions focused on product stewardship and life cycle assessment. Two of these suppliers announced plans to use bio-derived products such as sugar cane to produce polyethylene and resins. Sourcing bio-based resins is one of our long-term objectives, and BD will continue to evaluate petrochemical-based resins with an improved environmental footprint.



## OUR ASSOCIATES

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# Our Associates

The success of BD's business depends on the creativity, innovation and commitment of the 29,000 people we employ in more than 50 countries around the world.

Our employment practices must remain exemplary if we are to continue attracting and retaining talented scientists and professionals. Our goal is to treat all of our associates fairly, reward them for their work, offer training and development opportunities, and provide a safe and healthy workplace. A diverse workforce fosters creativity, and we strive to create an inclusive workplace where different ideas thrive.

Caring for and investing in our associates complements and supports BD's purpose of *"Helping all people live healthy lives."*

*To strengthen our culture, BD encourages departments and functions to take part in team building events. Here, associates in New Jersey worked together to clean a nearby park and riverfront area.*



# Health and Safety

Providing a safe workplace is part of BD's values, not a program or a goal. We seek to continuously improve our safety and health performance, promoting a mindset of no occupational injuries or illnesses. We urge our management to balance the goals of productivity, quality and safety, and to demonstrate leadership in safety behavior at their sites.

## MANAGEMENT

BD's global health and safety standards, developed through collaborations with our on-site environmental, health and safety (EHS) specialists, provide guidance and define the standards we expect from each associate, including our senior leaders.

Operations leaders set safety leadership expectations for their facilities managers and implement site-level EHS standards, which include our global health and safety standards and local requirements.

Continuous Improvement (CI) leaders at our sites are trained to improve operating performance by focusing on resource management, productivity changes and cost control. In implementing CI strategies at BD's sites, CI leaders also work to reduce risks and prevent potential exposures.

## IMPROVING SAFETY PERFORMANCE

In 2010, our associate injury and illness rate was 1.2 (per 200,000 man hours worked), down from 1.3 in 2009. Although the reduction appears small, it means almost 50 fewer injuries, at a time when the number of BD associates grew.

The **Safety Process Model (SPM)** program was introduced in 2007 to improve our safety performance globally. The SPM includes a web-based database to track and measure performance in the following areas:

- » Findings of monthly safety inspections
- » Root causes of first aid and recordable safety incidents
- » Risk assessments for all machinery and processes
- » Tracking and trending "near miss" incidents

The data is collated from sites, and each facility reports a **Monthly Safety Index** score. This score allows all levels of management to easily track each site's progress in identifying and reducing safety risks.

The SPM has helped us improve our safety performance. We have seen a real shift in safety awareness by identifying uniform criteria, measuring our performance and transparently reporting progress. Some BD sites have used the SPM framework as a foundation and built upon it with creative, tailored safety plans that achieve safety engagement on the shop floor. For example, at the BD Diagnostics plant in Plymouth, U.K., safety performance against the SPM is incentivized by a link to each associate's pay. In Holdrege, Nebraska, the plant's internal structure allows each team to perform monthly safety audits on departments outside of their own — an effective way to identify safety issues that might have gone unnoticed without an outside perspective.

Corporate EHS auditors conduct internal compliance audits every three to four years. These are followed up on-site within 12 months to ensure necessary corrections have been made. In certain situations, we use external auditors when we require specialized knowledge, language skills and independent oversight.

## BD FACILITY IN SPAIN IS AMONG THE FIRST TO EARN SAFETY CERTIFICATION

*Our plant in San Agustin, Spain, recently received Occupational Health and Safety Management Systems (OHSAS) 18001 certification for continuous improvement, the first BD facility to do so. The facility has developed new procedures, safety practices, training and awareness campaigns that were assessed and audited.*

*BD received one of the "2010 Best Employers for Healthy Lifestyles" awards, presented by the National Business Group on Health, a U.S.-based nonprofit association representing large employers on national health policy issues.*

The success of the SPM approach has led us to enhance our audits to include beyond-compliance assessments. Beginning in 2011, expectations for EHS management systems and best-in-class performance will be communicated internally, evaluated and reported in a concise SPM-style scorecard.

## HEALTH AND SAFETY TRAINING

Our EHS teams provide regular training sessions in addition to awareness campaigns designed to highlight potential risks and share best practices among BD sites. Three key training programs are conducted on-site: Risk and Hazard Analysis Methods, Root Cause Analysis for Accidents, and Safety Culture and Awareness.

## HEALTH AND SAFETY CHALLENGES

We have steadily improved our safety performance, but we need to work harder to create a cultural change in the way we view safety.

To ensure that our plant leaders have the know-how to promote a safety culture, we have developed and delivered specialized training for them. Training sessions include a deep analysis of safety trends at the site and workshops on why accidents happen.

Other challenges include new construction (many BD sites grew in 2010) and newly acquired sites. We have worked hard to integrate the EHS functions of new sites, communicating BD expectations to the management.

## WELLNESS

**BD Healthy Lives** is our global program for encouraging and supporting wellness among our associates. Program components vary by country with a focus on nutrition, physical activity, smoking cessation and chronic condition management. BD believes that our purpose of "Helping all people live healthy lives" begins with our associates and their families. It's our commitment to provide them with access to resources and support for their health and well-being.

In the U.S., our Condition Management program provides support and case management for associates with long-term conditions such as diabetes, asthma, coronary disease and depression. Through our wellness offerings, associates can complete a confidential health assessment

## CASE STUDY

### ASSOCIATES CONTINUE TO COLLABORATE ON SAFETY PRACTICES



Reductions in injury rates achieved by a multisite safety team established in North America by our BD Medical - Medical Surgical Systems business in 2009 led to the establishment of similar teams in Asia Pacific, the E.U. and South America.

The teams elect a rotating lead and focus on regional issues, sharing best practices, leveraging expertise and know-how across regions and promoting teamwork. Each team establishes targets for safety programs and aggressive goals in pursuit of world-class safety performance.

The successful model will be used to improve environmental performance in 2011.

and participate in the Healthy Living program, which provides access to health advocacy services. We also offer information on health during pregnancy and how to quit smoking.

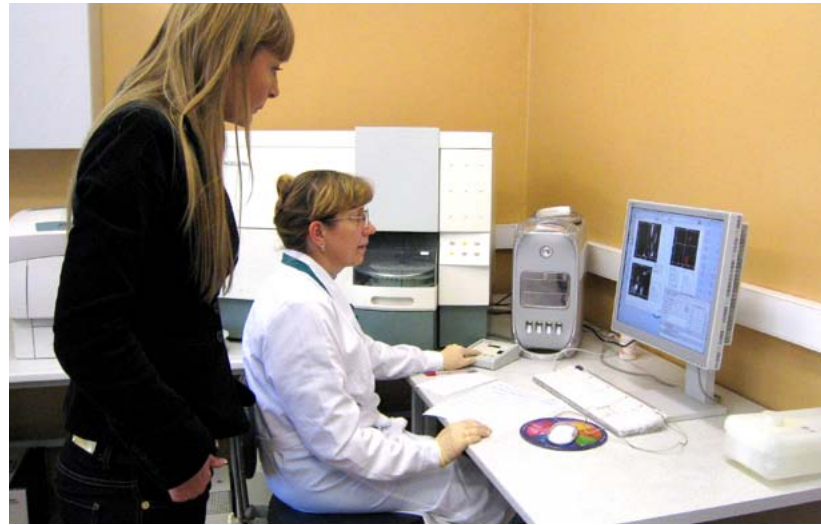
Associates around the world can also reap the benefits of **BD Healthy Lives**. For example, in Europe, BD widely supports Cycle-to-Work programs, which offer incentives to associates who commute to the office by bicycle. In Oxford, U.K., associates have access to an on-site fitness center as well as online Healthy Living programs through the Employee Assistance Plan (EAP).

And in Singapore, BD is a two-time winner of the national Health Promotion Board's Gold Award for programs including on-site exercise classes, associate fitness tests, HIV awareness and ergonomic workshops.



# Learning and Development

Learning and personal development are critical to BD's ability to grow and meet our customers' needs. We have long been externally recognized for our commitment to developing the talent of our associates. We see ourselves as a teaching, coaching and learning organization.



We have been recognized by external learning and development professionals for our “**leaders as teachers**” approach, in which executives and senior associates deliver unique sessions based on their intimate knowledge of our company and the healthcare industry. Through these courses, we have reached thousands of associates around the world in a cost-effective and efficient manner.

## DEVELOPMENT

BD encourages associates to take ownership of their individual professional development. In partnership with their managers, associates create development plans to align with the requirements of their current roles and with consideration for their career aspirations and possible future roles.

Our Performance Management Process (PMP) for associates is designed to:

- » Ensure they know what is expected of them
- » Engage employees in ongoing performance and developmental coaching
- » Provide opportunities to grow and develop their capabilities
- » Provide a thoughtful performance review, including a written assessment, at least once a year

## LEARNING

BD offers a wide range of formal and informal learning opportunities for our associates, including:

- » Instructor-led courses to build managerial and leadership skills
- » On-demand online resources
- » Coaches and mentors
- » Courses in global sales effectiveness
- » Leadership development for high-potential talent at all levels

Since 2000, we have offered online training to expand the reach of our courses and to allow associates to fit learning into their busy schedules. Using on-demand learning and development toolkits, associates can access training materials via the BD intranet. BD has a company-wide learning system known as BD University (BDU) which is open to all employees. BDU offers courses on business and organizational skills as well as ethics and diversity awareness.



BD associates participated in the Early Career Experience session in Shanghai, China in June 2010.

## OBJECTIVE-BASED MENTORING

BD's objective-based mentoring program enables associates to form partnerships with one another to meet specific learning and development objectives. An associate can self-nominate or be recommended to the program by his or her manager or Human Resources partner. The Diversity Inclusion department, in collaboration with Human Resources, then selects mentors who can assist associates in meeting their specific development objectives. Almost 300 associates have participated either as a mentors or mentee in the mentoring program. Group mentoring, which offers the additional benefit of peer feedback, was introduced in 2010 as an alternative to one-on-one partnerships.

## EARLY CAREER EXPERIENCE AND SOCIAL INVESTING

Early Career Experience (ECE) is a 24-month leadership experience designed to accelerate career development and networking of talented young associates. At the January 2010 ECE session, participants divided into six global teams to engage in BD's Social Investing program. Teams drew up proposals for a community project in collaboration with a nonprofit organization of their choice. Each project proposal was assessed, and the BD Social Investing Department awarded three grants totaling \$25,000 to projects in Argentina, Nicaragua and Tanzania.

## CASE STUDY

### BD MENTORING PROGRAM HELPS EMPLOYEES BUILD AND GROW PROFESSIONAL RELATIONSHIPS

When Andre Elder, an IT Manager at BD in Franklin Lakes, New Jersey, was looking to establish business relationships beyond the IT department, his manager recommended the BD Mentoring Program.

Andre was paired with Tom Valente, a 22-year BD veteran. Over the course of a year, Tom coached Andre to develop valuable networking skills which helped him better understand the company culture and learn how to communicate IT-related initiatives to senior management.

Tom's role as a Controller for BD Diagnostics and his expert knowledge of the Company's financial affairs influenced the pair's mentoring sessions and helped give context to Andre's work.

For example, Tom and Andre discussed the volatility of global markets impacting the prices of BD products and how these changes warrant timely reprogramming of the products-pricing model by Andre's IT team.

While the mentorship officially lasted six months, Andre and Tom continued to meet on a regular basis for an additional six months.

"Tom influenced both my professional and personal lives, and I'm grateful for the relationship we were able to build and grow through the Mentoring Program," said Andre. "What I learned through the program continues to influence my work today."



# Diversity and Inclusion

At BD, we offer a culture of inclusion that welcomes all people, regardless of ethnicity, culture, gender, religion, age, personal style, sexual orientation, physical ability or appearance. We value those with diverse opinions, perspectives, lifestyles and ideas.

The diversity of our workforce enables BD to continually innovate and is a key component of our business success. We strive to build a diverse workforce and to create an inclusive culture in which our associates feel valued for their unique contributions.

We promote a culture of awareness and understanding. We regularly evaluate our associates' perceptions of inclusiveness through our associate engagement survey. The inclusion index was among the highest scores for our last survey in 2008, but we want to make further improvements.

We conduct annual diversity and cultural awareness activities such as the BD Diversity Inclusion Calendar (see Case Study), holiday and cultural celebrations, and we hold Diversity Inclusion Weeks every other year. Activities vary by country, which allows our associates to decide how they want to celebrate the rich diversity of BD.

## DIVERSITY AND INCLUSION EFFORTS

Diversity and inclusion play an important role in helping BD achieve our strategy of growth and innovation, efficiency and talent management. Implementation of our Diversity and Inclusion Strategy is overseen by our Global Diversity Inclusion Leader.

BD's Leadership-Accelerator Strategy focuses on building a diverse leadership pipeline at every level, from entry positions through to those of senior executives. Participants go through an assessment experience where they identify strengths and development opportunities. By working with their manager, HR representatives and coaches/mentors, they create and implement a targeted development plan.

The Diversity and Inclusion and Talent Management teams focus on integrating diversity and inclusion principles, cross-cultural competence and principles of global awareness into this strategy, which helps us attract and retain top talent.

## DIVERSITY AND INCLUSION TRAINING

BD University offers a number of courses designed to promote inclusive behavior by improving our associates' understanding of the benefits of a diverse and inclusive team. Courses include: Diversity and Inclusion at BD, Working Globally, Understanding and Flexing Your Work Style, Valuing Diversity and Coaching for Impact.

In 2010, 2,503 associates attended a diversity training course. Since we began offering the training in 2002, more than 8,300 associates have participated.

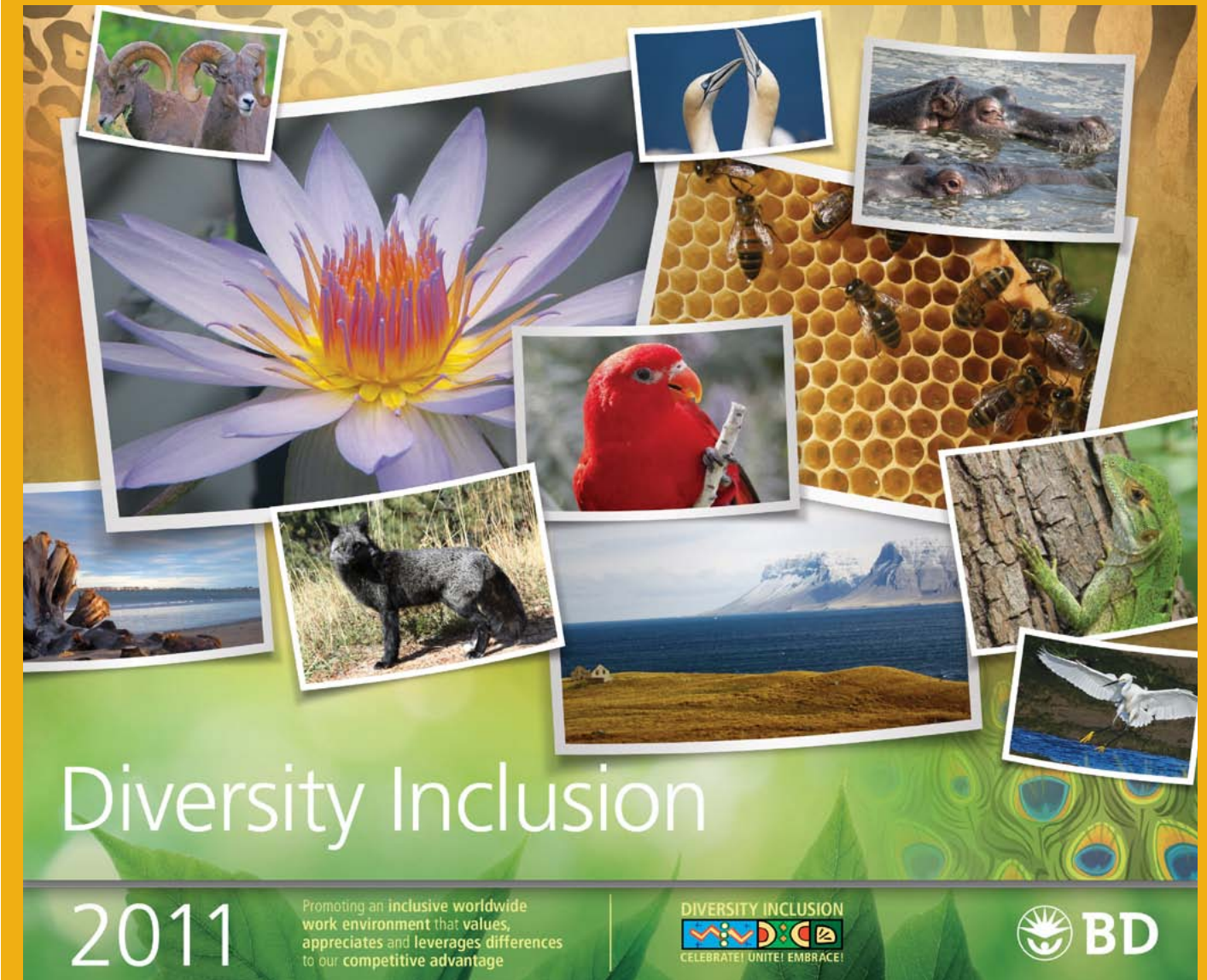
## SUPPLIER DIVERSITY

BD is committed to working with small businesses that meet our high-quality standards and fulfill our material, supplies and service requirements. These include qualified Small, Veteran-Owned, Service Disabled Veteran-Owned, Small Disadvantaged, Woman-Owned and Historically Underutilized Business Zone companies.

We developed a Supplier Diversity program in 1992 that covers our U.S. and Puerto Rican operations. The program complies with the U.S. Federal Acquisition Regulations and ensures that we source materials, supplies and services from small businesses. In 2010, BD engaged small business suppliers for 32.6 percent of our eligible spend. Our commitment to supplier diversity contributes to economic development opportunities for small businesses and enhances competition within our supplier base.

## CASE STUDY

### BD DIVERSITY INCLUSION CALENDAR HIGHLIGHTS HOLIDAYS FOR ALL BD LOCATIONS AROUND THE WORLD



BD's 2011 Diversity Inclusion Calendar

A BD site in Korea might look different from one in the U.S. but all BD associates use the same calendar. Since 2006, we have circulated a Diversity Inclusion Calendar to BD employees worldwide. The calendar displays international public and religious holidays, making it easy for global colleagues to understand each other's availability when public holidays differ.

The Diversity Inclusion Calendar uses photographs and stories provided by BD associates that reveal varying perspectives and experiences around the globe.

The project continues to grow: each year, the number of photo submissions increases, and in 2010, more than 3,000 associates participated in the photo selection process.



## THE ENVIRONMENT

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# The Environment

We have a clear strategy to reduce our environmental footprint and help our customers reduce theirs. We will achieve this through innovations that increase efficiencies and by creating new products and processes that provide business benefits. BD's Office of Global Sustainability (OGS) leads our environmental efforts.

In 2009, we developed long-term environmental improvement goals for our operations worldwide and made significant progress against some of them in 2010.

Our sustainability strategy aims to incorporate environmental thinking into the essence of our business. We focus on two areas:

- » **Sustainable Operations** includes supply chain stewardship, environmental impacts of manufacturing and climate change.
- » **Product Stewardship** includes materials of concern in our products, sustainable products and packaging programs, and innovation in end-of-product-use management.

We work with our suppliers to encourage sustainable practices in their own operations and we support customers by providing them with innovative ways to reduce the environmental impacts of using our products.

This holistic perspective allows us to assess all of our environmental impacts and set broad goals to ensure that we make the most progress.

*In honor of Earth Day, BD associates planted trees in a local Hong Kong park.*



# Sustainable Operations

Our 2015 Sustainability Strategy lays out BD's expectations and goals for environmental management across our organization. We previously focused primarily on our manufacturing operations. However, in 2010 we broadened our approach, searching for improvements in sourcing, production and transportation. To address improvements at our manufacturing plants, we developed environmental targets on which to measure and report.

## OUR 2015 SUSTAINABILITY TARGETS ARE:

- » **Reduce energy consumption** from operations by 30 percent\*
- » **Increase renewable energy use** in BD's portfolio to 25 percent
- » **Reduce the use of water** by 15 percent\*
- » **Reduce hazardous waste generation** by 10 percent\*
- » **Reduce non-hazardous waste generation** by 15 percent\*

\* normalized to Cost of Goods Sold  
All targets are against a 2008 baseline.

*In 2010, BD ranked among the top 25 companies in Newsweek's second annual "Green Rankings" of the 500 largest U.S. corporations based on environmental performance, policies and reputation. BD ranked second in the healthcare sector and 24<sup>th</sup> overall.*



## OUR PROGRESS

We have met three of our targets — hazardous waste, renewable energy and water — ahead of schedule and we are determined to maintain our good progress. We have learned a great deal in setting our first set of targets and we will use this experience when setting future targets.

BD has decreased **energy consumption** by 2.7 percent, demonstrating incremental progress to the reduction target of 30 percent. This will be an area of increased focus in the future.

During 2010, we increased the amount of **renewable energy** in our portfolio to 26 percent, exceeding our target of 25 percent. We achieved this with a combination of renewable energy credits (RECs) and green power purchases.

As a result of our energy management against these two targets, we have reduced **greenhouse gas emissions** by 22 percent (absolute) and 30 percent (normalized).

We have decreased **water consumption** by 26 percent, exceeding our reduction target of 15 percent. Conservation efforts across BD sites as well as successful process changes helped us exceed this target.

**Hazardous waste** decreased by 59 percent, far exceeding our target of 10 percent. There are two reasons for this dramatic improvement. First, the baseline year (2008) recorded higher than normal levels because of expansion projects at our sites. Second, process changes at some BD locations helped further reduce specific large-volume waste streams.

## CASE STUDY

### CAR-FREE DAYS AT BD MEDICAL PLANT IN SUZHOU, CHINA



On the last Thursday of each month during 2010, parking lots at the BD Medical facility in Suzhou were empty. The plant was operating, but associates had traded in their cars for public transport and electric bikes or used their feet to promote awareness of the environment and emissions reduction.

At the start of 2010, all car-owning associates signed a pledge committing to the Car-Free Day program, which achieved an estimated reduction of 1,200 kg in carbon emissions during the year.

**Non-hazardous waste** increased by 38 percent because of site expansion and improved data collection. Despite this disappointing increase, we have reduced waste to landfill by 5.9 percent and the amount incinerated by 28 percent. Recycling rates at our sites have increased by over 200 percent. We remain focused on achieving our reduction target of 15 percent.

See our 2010 performance against our targets in the [Performance section](#). *Note: all data is normalized to cost of goods sold, unless otherwise stated. Baseline is 2008.*

## POSITION ON CLIMATE CHANGE

BD sees climate change as a source of both risk and opportunity for our business. Across our operations, we strongly support the reduction of BD's contribution to climate change, as reflected in the strategy and targets set in 2009. We are making significant progress reducing energy consumption and increasing our use of renewable energy. We encourage our suppliers to do the same.

The healthcare sector is a contributor to greenhouse gas emissions around the world. We are enthusiastic about partnering with our customers, particularly large hospitals and healthcare institutions, to help reduce the environmental footprint associated with using our products and services.

## CASE STUDY

### BD DEMONSTRATES LEADERSHIP AMONG FORTUNE 500 GREEN POWER PURCHASERS

BD earned membership to the Green Power Leadership Club sponsored by the U.S. Environmental Protection Agency (EPA) in 2010. The EPA is challenging Fortune 500 companies to collectively exceed 10 billion kilowatt hours (kWh) of green power purchasing. BD currently ranks 10th on the list of Fortune 500 green power purchasers.

The EPA highlighted the green power efforts of BD, which span multiple locations, including BD Medical sites in Sandy, Utah; Canaan, Connecticut; and Columbus, Nebraska; as well as our global headquarters campus in Franklin Lakes, New Jersey. These sites have offset 100 percent of the electricity used on-site through a combination of renewable energy credits and utility green-power purchases, earning BD a 2010 Green Power Leadership Award in the Green Power Purchaser category.

According to the EPA, BD's green power purchases in 2010 totaled more than 200 million kWh — the equivalent of eliminating the carbon dioxide emissions of nearly 28,000 passenger vehicles per year.



**OVERSIGHT**

Over the past year, BD's Office of Global Sustainability (OGS) has collaborated with subject matter experts at our manufacturing plants to develop a suite of tools to help reduce our sites' energy use. These tools include:

- » Corporate-wide energy management standards
- » Waste reduction, recycling and emissions reduction standards
- » Energy-efficient equipment standards with equipment-specification templates
- » Energy workshops for facility managers in the U.S. and Europe
- » Self-audit materials and internal reviews for conformance to energy, emissions and waste best practices

**CERTIFICATIONS AND AUDITS**

Twenty percent of our manufacturing facilities (13 in total) have implemented the internationally recognized environmental management systems standard ISO 14001, which requires independent certification.

We regularly conduct internal safety and environmental audits to ensure that our manufacturing facilities and research and distribution centers comply with local laws, BD policies and best practices. The audits include a review of site environmental management systems. We follow up within 12 months of each audit to ensure that identified corrective actions have been taken. Our Corporate Safety and Environment group conducted 22 audits and seven follow-up audits in 2010.

**ENVIRONMENTAL MANAGEMENT MODEL**

We are enhancing our EHS audit program to include a three-tiered internal verification process. This model will build on the existing foundation of compliance with local regulations by adding two levels of comprehensive environmental performance evaluation. The tools and processes of this program will steer sites beyond compliance and toward fully developed environmental management systems and, ultimately, best-in-class environmental performance.

**DATA COLLECTION**

In 2010, we began using online energy management software to collect and analyze data related to our 2015 targets on energy, water and waste. This dashboard system allows us to more easily collect data from our sites which, when aggregated with corporate-level data, offers a more accurate picture of our progress and challenges in meeting our goals. We use this system to track and analyze energy-related data across our business, as well as to calculate our Scope 1 and Scope 2 greenhouse gas emissions. We will work to incorporate water and waste data systems over the next year.

**GREENING OUR BUILDINGS**

In 2010, BD adopted a buildings standard where all new construction and renovations costing more than \$1 million will be submitted for certification under the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) standards. In 2009, our BD Biosciences facility in San Jose, California, was the first BD building to become LEED-certified. Four additional buildings attained LEED certification in 2010, bringing the total to five:

- 1 BD - Canada Country Headquarter Offices; Mississauga, Ontario, Canada; LEED Gold, Commercial Interiors
- 2 BD Diagnostics - GeneOhm Offices and R&D Facility; Quebec, Canada; LEED Silver, New Construction
- 3 BD Diagnostics - Women's Health and Cancer Manufacturing Facility; Mebane, North Carolina; LEED Silver, New Construction
- 4 BD Government Relations Office; Washington, D.C.; LEED Gold, Commercial Interiors

Two additional LEED projects have been submitted to the USGBC for certification. BD plans to submit ten more facility projects in 2011.



BD - Canada Country Headquarters



BD Diagnostics - GeneOhm Offices and R&D Facility



BD Diagnostics - Women's Health and Cancer Manufacturing Facility



BD Government Relations Office

CASE STUDY

**TWO BD SITES ACHIEVE ZERO-WASTE-TO-LANDFILL**



The BD Medical plant in Canaan, Connecticut and the BD Biosciences facility in Durham, North Carolina are two of the first BD sites to avoid sending any waste to landfill, a major milestone in waste reduction and recycling.

The Canaan facility partnered with a recycling company in 2008 to identify recyclable waste streams. By 2010, less than one percent of waste from the plant was sent to landfill. Remaining landfill items consisting of construction material, office furniture and other nonmanufacturing waste were eliminated in February 2011 through further analysis of waste segregation at the plant.

At the Durham facility, achieving zero-waste status depended on all 380 associates adhering to the new waste management program. This office-wide commitment and a corporate dedication to lean manufacturing enabled the facility to go landfill-free.



# Product Stewardship

Our long-term objective is to reduce the environmental impacts of our products at each stage in their life cycle, including when they are used by customers. Our approach to product sustainability addresses material selection, evaluating the use of materials of concern (MOCs), minimizing material use and reducing impacts of product disposal.

This effort is challenging because our product portfolio is diverse, ranging from single-use disposable devices to large-scale electronic instruments. We continue to improve our understanding of the full lifecycle impacts of our product range, which is why we have built half of our 2015 Sustainability Strategy around product stewardship issues, embedding environmental considerations into our Global Product Development System (GPDS) and providing a comprehensive approach across BD.

## SUSTAINABLE PACKAGING

Packaging provides many essential benefits, such as sterility of instruments and protection from damage during transport. But used packaging presents a potentially costly challenge for our customers who must pay for its disposal.

BD is working to reduce the amount of packaging we use and to find effective materials not made from fossil fuels that are easily recyclable and reusable.

### CASE STUDY

#### BD INNOVATES FOR SUSTAINABLE PRODUCTS AND PACKAGING



##### BD PosiFlush™ Packaging

Packaging engineers have redesigned the BD PosiFlush packaging, which holds 30 prefilled syringes, and introduced recycled content to the materials. The new design resulted in a 25 percent reduction in overall packaging weight while maintaining all of the existing benefits of the original packaging, including cleanliness, wipe-ability and clear labeling.



##### BD SoloShot™ Mini Syringe Family

The BD SoloShot Mini Syringe family was inspired by a cleaner, greener way of thinking. Up to three times smaller than similar injection devices, the syringe needs less storage space and its light weight makes it efficient to ship. Clinicians like the BD SoloShot Mini Syringe because they feel its size is less intimidating to children.



Photo: Envirotainer

##### Reusable Envirotainer® Cuts Waste

Certain BD Biosciences products need to be transported at stable temperatures. These products were typically packed in single-use cooler boxes with frozen gel packs. Our San Jose facility now uses the new reusable Envirotainer, which not only provides better insulation but also prevented 12,480 foam coolers and 100,000 gel packs from being sent to landfills in 2010.

## END-OF-USE MANAGEMENT

We work with our customers to understand their waste streams so that we can make better informed design decisions and ensure that our products have minimal or no environmental impact at the end of the product life cycle. Many BD products such as diagnostic and research instruments are leased to customers, giving us the opportunity to reuse or recycle used components. For our single-use sharps products, we offer special collectors and other safety products to aid in disposal. This minimizes the risk of reuse and needlestick injuries.

In 2010, BD's Medical Surgical Systems business made significant progress in providing a recycling solution for hospital sharps waste in the U.S. with the **BD ecoFinity™ Life Cycle Solution**. This work began as a pilot in

collaboration with Rady Children's Hospital in San Diego, California. The program safely diverts BD sharps waste from landfills. We are jointly expanding this program with Waste Management Healthcare Solutions (see Case Study below).

Medical waste disposal in the developing world provides a special challenge because often no infrastructure exists for safe disposal. As an environmental priority for 2011, we are evaluating ways to introduce the necessary waste management technologies to emerging markets such as in China and India.

### CASE STUDY

#### RECYCLING SHARPS



Turning a Waste Stream into a Resource Stream

This year, we launched the **BD ecoFinity™ Life Cycle Solution** in the U.S., an innovative program to recycle sharps, powered by an alliance with Waste Management Healthcare Solutions. This service will recycle medical sharps waste and use the material to manufacture new products.

While single-use, disposable medical devices such as needles and syringes provide clear clinical and public health benefits, hospitals are increasingly concerned about reducing waste.

BD ecoFinity is a comprehensive "cradle-to-cradle" program that addresses every stage of a product's life cycle in an effort to manage disposal of single-use medical device products. We developed this program with Waste Management (WM), the largest waste management and recycling company in North America. WM collects filled BD sharps containers from hospitals and sterilizes them before a local recycling company recovers the raw materials (e.g., plastics, rubber and metal). BD uses the recovered plastic in its new **BD Recykleen™** collectors.

With the BD ecoFinity service, we estimate that 70 percent\* of BD sharps waste in hospitals could be safely diverted from landfills and provide valuable materials for reuse in other BD products. As a result of the pilot, Rady Children's Hospital in San Diego estimates that the recycling program would divert 38,000 pounds of the hospital's sharps waste per year.

\*Based on initial tests



# Performance

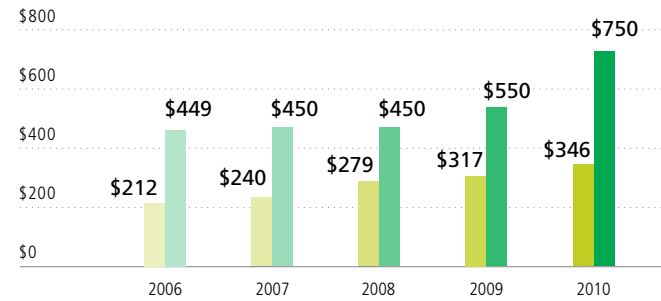
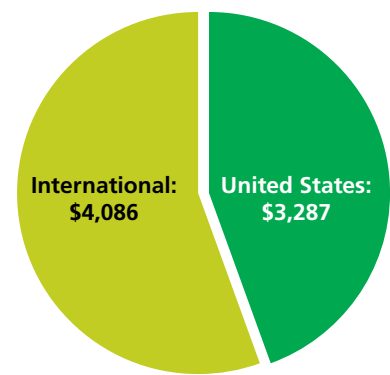
At BD, we measure our sustainability performance using a number of metrics that address our economic, social and environmental impacts. We report our fiscal year 2010 performance here.

## FINANCIAL

## FINANCIAL

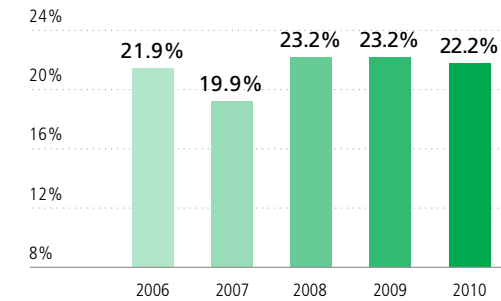
**Revenue by Geography (\$millions)**

Amounts may not add due to rounding

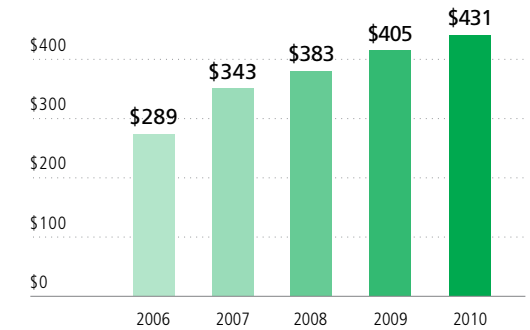


**Dividends Paid / Shares Repurchased (\$millions)**

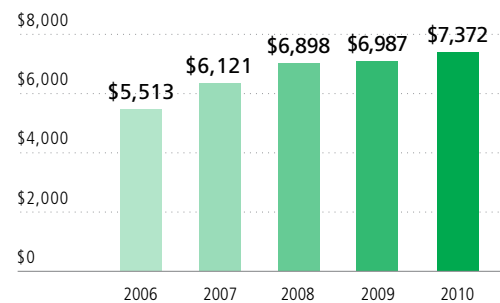
■ DIVIDENDS PAID  
■ SHARES REPURCHASED



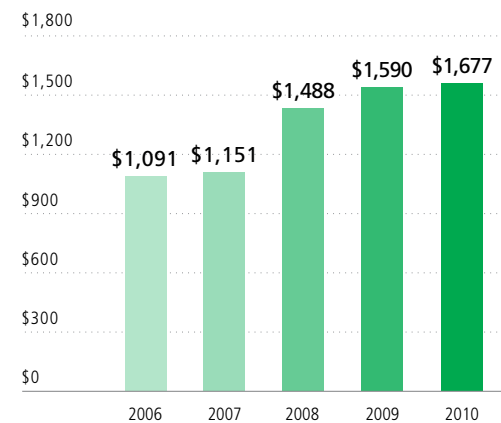
**Return on Equity**



**R&D Expense (\$millions)**

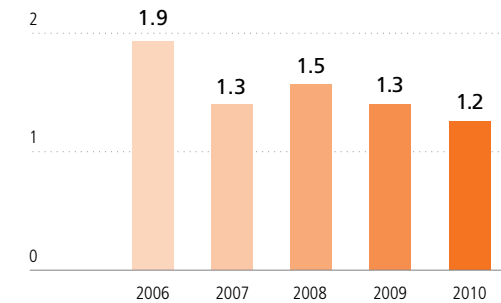


**Total Revenues (\$millions)**

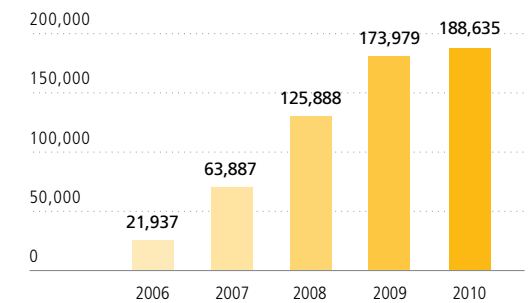


**Total Operating Income (\$millions)**

## ASSOCIATES



**BD Employee Injury & Illness Rates**  
(PER 200,000 MAN HOURS WORKED)



**Ethics & Compliance Training**  
CUMULATIVE NUMBER OF COURSE UNITS DELIVERED THROUGH OUR ONLINE "DOING WHAT IS RIGHT" PROGRAM SINCE INCEPTION



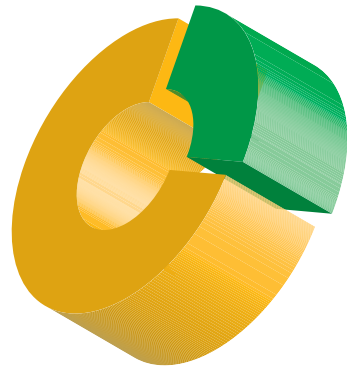
ENVIRONMENTAL

Performance Update: 2015 Sustainability Targets

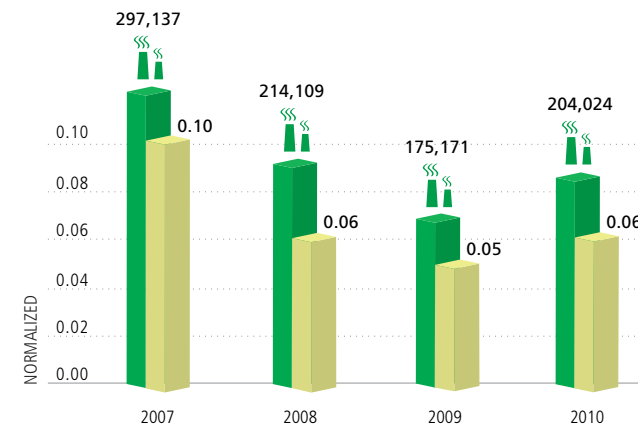
	2010 Status	2015 Target
Energy Use	Decreased 2.7%	Reduce by 30%
Renewable Energy Use	Increased to 26% of total energy	Increase to 25% of total energy
Water Use	Decreased 26%	Reduce by 15%
Hazardous Waste Generation	Decreased 59%	Reduce by 10%
Non-hazardous Waste Generation	Increased 38%	Reduce by 15%

\*All performance data normalized to cost of goods sold, unless otherwise stated  
See [Sustainable Operations](#) for commentary on our progress against targets.

Use of Renewable Energy

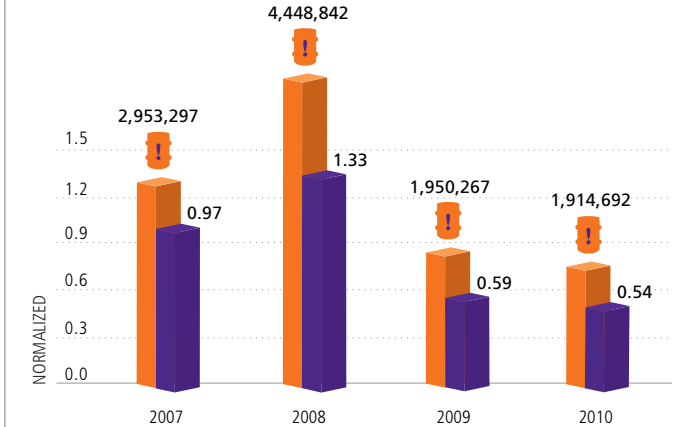


2010 ENERGY CONSUMPTION FROM RENEWABLE SOURCES: **26%**  
2010 ENERGY CONSUMPTION FROM TRADITIONAL SOURCES: **74%**



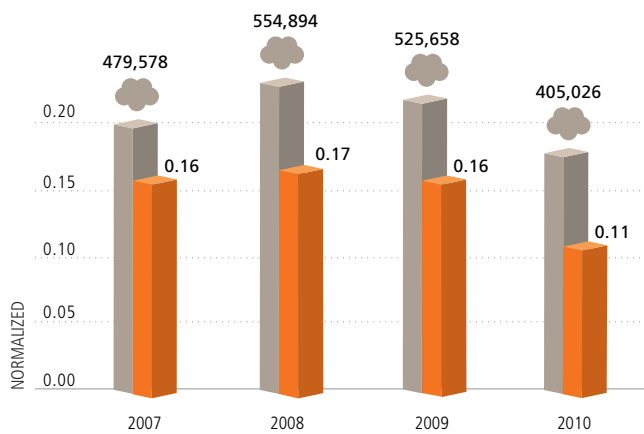
Volatile Organic Compound (VOC) Emission (lbs)

ABSOLUTE  
NORMALIZED: POUNDS PER \$1000 COST OF PRODUCTS SOLD



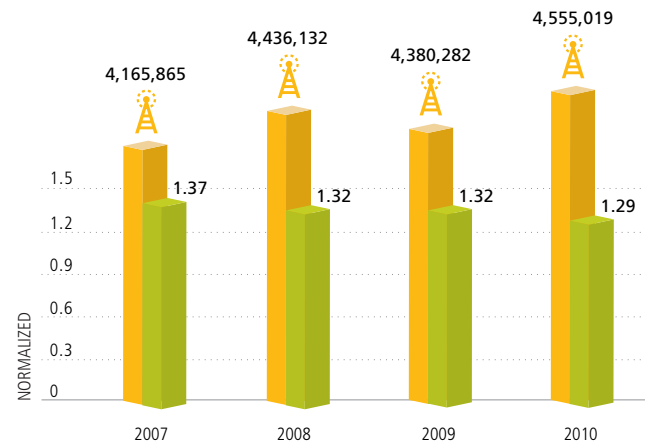
Hazardous Waste Disposed (lbs)

ABSOLUTE  
NORMALIZED: POUNDS PER \$1000 COST OF PRODUCTS SOLD



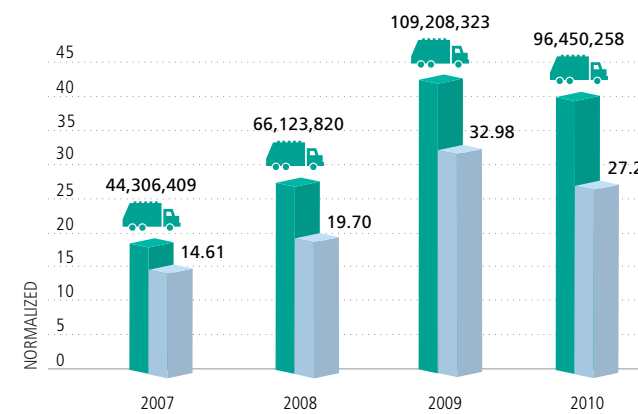
Greenhouse Gas Emissions (metric tons)

ABSOLUTE  
NORMALIZED: METRIC TONS PER \$1000 COST OF PRODUCTS SOLD  
Data represents Scope 1 (direct fuel use) and Scope 2 (indirect from electricity) emissions.



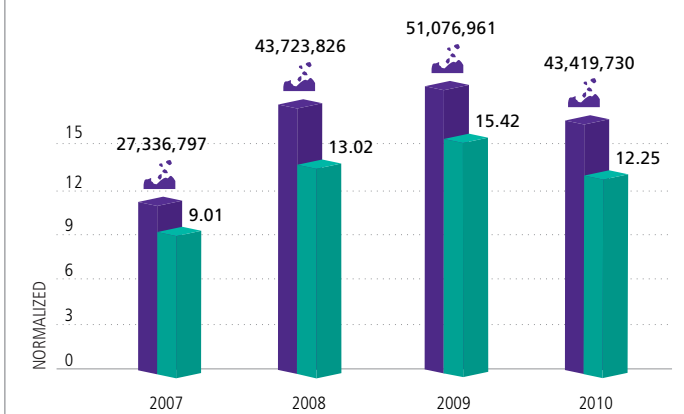
Energy Use (gigajoules)

ABSOLUTE  
NORMALIZED: GIGAJOULES PER \$1000 COST OF PRODUCTS SOLD



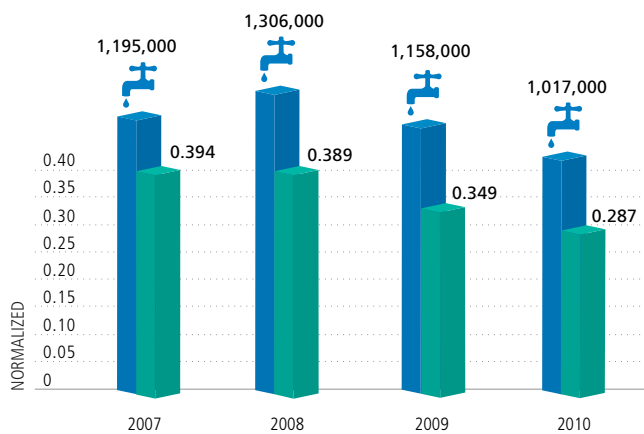
Non-hazardous Waste Generation (lbs)

ABSOLUTE  
NORMALIZED: POUNDS PER \$1000 COST OF PRODUCTS SOLD



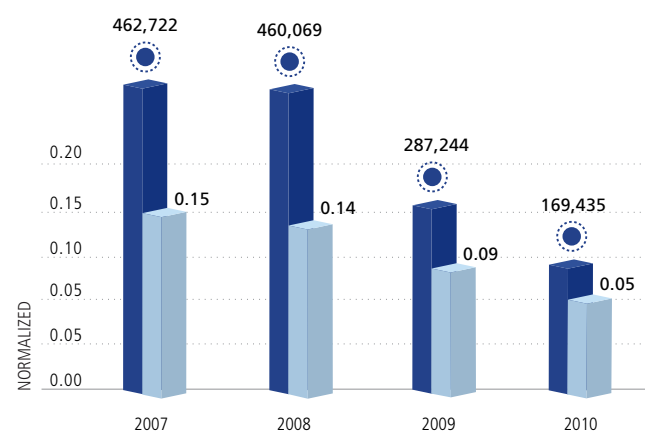
Non-hazardous Waste Disposal - landfilled (lbs)

ABSOLUTE  
NORMALIZED: POUNDS PER \$1000 COST OF PRODUCTS SOLD



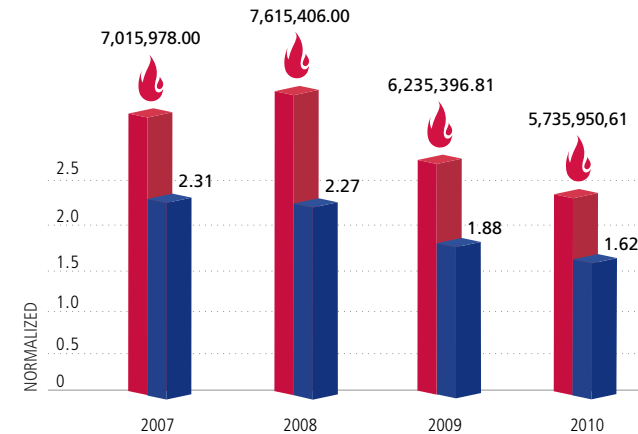
Water Consumption (gallons)

ABSOLUTE  
NORMALIZED: GALLONS PER \$1000 COST OF PRODUCTS SOLD



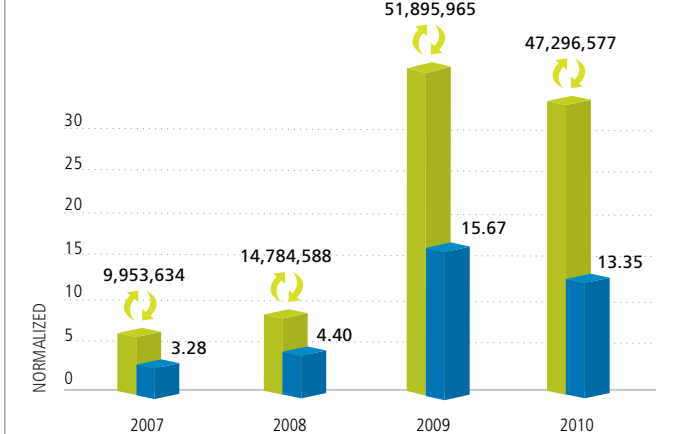
Ozone Depleting Substance Emission (lbs)

ABSOLUTE  
NORMALIZED: POUNDS PER \$1000 COST OF PRODUCTS SOLD



Non-hazardous Waste Disposal - Incinerated (lbs)

ABSOLUTE  
NORMALIZED: POUNDS PER \$1000 COST OF PRODUCTS SOLD



Non-hazardous Waste Disposal - Recycled (lbs)

ABSOLUTE  
NORMALIZED: POUNDS PER \$1000 COST OF PRODUCTS SOLD



# 2010 Awards, Recognitions and Affiliations



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## CORPORATE CITIZENSHIP

- FTSE4Good Index, since 2003
- Dow Jones Sustainability World Index, since 2006
- Dow Jones Sustainability North American Index, since 2005
- World's Most Ethical Companies — Ethisphere Council
- World's Most Admired Companies — FORTUNE

## INNOVATION

- Ocean Tomo 300® Patent Index — NYSE Euronext
- Most Innovative Pharmaceutical and Medical Device Companies — Strategos/wRatings Innovation Index

## ENVIRONMENT, HEALTH AND SAFETY

- EPA Green Power Partnership — 2011 Green Power Leadership Club — United States
- Practice Greenhealth — Business Member — United States
- EPA SmartWay Transport Partner — United States
- Leading HR Practices Award, HR Advocate Award in Employee Health and Wellness — Singapore Human Resources Institute
- Peak Performance Award and Nebraska Safety Award — Nebraska Safety Council
- Green Rankings — Top 25 — Newsweek

## EMPLOYER OF CHOICE

- Employer of Choice for Women in Australia — Equal Opportunity for Women in the Workplace
- Best Workplaces in Canada — Great Place to Work® Institute
- 10 Top Employers for Canadians Over 50
- Best Places to Work in New Jersey — NJBIZ, since 2005
- Best Company in China — Chinese National Standardization Committee for Clinical Laboratories and In Vitro Diagnostics
- Best Healthcare Technology Company in Spain — Spanish healthcare magazine Redacción Médica
- 2010 Best Employers for Healthy Lifestyles — National Business Group on Health — United States
- Top 10 BEST Employers™ in South Africa — Corporate Research Foundation Institute
- Excellent Healthy Workplace — City Government Department of Health, Taipei, Taiwan
- Best Workplaces in Argentina — Great Place to Work® Institute

# GRI

The table below provides information on BD's application of the Global Reporting Initiative (GRI) G3 Sustainability Guidelines in this report.

GRI GUIDELINE	LOCATION
<b>STRATEGY AND ANALYSIS</b>	
1.1 Statement from the most senior decision maker of the organization about the relevance of sustainability to the organization and its strategy (Core)	Letter to Our Stakeholders, page 8
1.2 Description of key impacts, risks and opportunities (Core)	Sustainability at BD, page 7
<b>PROFILE</b>	
2.1 Name of reporting organization	Page 2
2.2 Primary brands, products and or services	Page 2
2.3 Operational structure of the organization including main divisions, operating companies, subsidiaries and joint ventures	Page 2
2.4 Location of organization's headquarters	Page 2
2.5 Number of countries where organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	10-K
2.6 Nature of ownership and legal form	10-K
2.7 Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	10-K
2.8 Scale of the reporting organization	Page 2
2.9 Significant changes during the reporting period regarding size, structure or ownership	10-K
2.10 Awards received in the reporting period	2010 Awards, Recognitions and Affiliations, page 57
<b>REPORT PARAMETERS</b>	
3.1 Reporting period for information provided	Letter to Our Stakeholders, page 8 About this Report, page 1
3.2 Date of most recent previous report	Letter to Our Stakeholders, page 8
3.3 Reporting cycle (Annual, biennial, etc.)	About this Report, page 1
3.4 Contact point for questions regarding the report or its contents	www.bd.com/sustainability
<b>REPORT SCOPE AND BOUNDARY</b>	
3.5 Process for defining report content	Sustainability at BD, page 7 Stakeholder Engagement, page 11
3.9 Data measurement techniques and the bases of calculations	Sustainable Operations, page 49
<b>GRI CONTENT INDEX</b>	
3.12 Table identifying the location of the Standard disclosures in the report	GRI Index, page 58



GRI GUIDELINE	LOCATION
<b>GOVERNANCE, COMMITMENTS AND ENGAGEMENT</b>	
<b>GOVERNANCE</b>	
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 Governance and Ethics, pages 9–10
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and if so, their function within the organization’s management and the reasons for this arrangement) Governance and Ethics, pages 9–10
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 member Governance and Ethics, pages 9–10
4.4	Mechanisms for stakeholders and employees to provide recommendations or direction to the highest governance body Governance and Ethics, pages 9–10; Stakeholder Engagement, page 11
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements) and the organization’s performance (including social & environmental performance) Governance and Ethics, pages 9–10
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided Governance and Ethics, pages 9–10
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization’s strategy on economic, environmental and social topics Governance and Ethics, pages 9–10
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 Governance and Ethics, pages 9–10
4.9	Procedures of the highest governance body for overseeing the organization’s identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles Governance and Ethics, pages 9–10
4.10	Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance Governance and Ethics, pages 9–10
<b>COMMITMENTS</b>	
4.12	Externally developed economic, environmental, and social charters, principles or other initiatives to which the organization subscribes or endorses The Environment, pages 46-52
<b>STAKEHOLDER ENGAGEMENT</b>	
4.14	List of stakeholder groups engaged by the organization Stakeholder Engagement, page 12
4.15	Basis for identification and selection of stakeholders with whom to engage Stakeholder Engagement, page 11
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group Stakeholder Engagement, page 11
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting Stakeholder Engagement, page 11

GRI GUIDELINE	LOCATION
<b>PERFORMANCE: ECONOMIC</b>	
<b>ECONOMIC PERFORMANCE INDICATORS</b>	
<b>ASPECT: ECONOMIC PERFORMANCE</b>	
EC1	Direct economic value generated (Core) Performance, page 53
EC3	Coverage of the organization’s defined benefit plan obligations 10-K
<b>ASPECT: MARKET PRESENCE</b>	
EC6	Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation Supply Chain Effectiveness, pages 35-36
<b>ASPECT: INDIRECT ECONOMIC IMPACTS</b>	
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro-bono engagement Society, pages 14–22
<b>ENVIRONMENTAL</b>	
<b>DISCLOSURE ON MANAGEMENT APPROACH</b>	
	Provide a concise disclosure on the management approach items outlined below Sustainable Operations, page 47
<b>ENVIRONMENTAL PERFORMANCE INDICATORS</b>	
<b>ASPECT: MATERIALS</b>	
EN2	Percentage of materials used that are recycled input materials (Core) Performance, page 56
<b>ASPECT: ENERGY</b>	
EN3	Direct energy consumption by primary energy source (Core) Performance, page 55
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives (Additional) Sustainable Operations, page 48 Performance, page 55
EN7	Initiatives to reduce indirect energy consumption and reductions achieved (Additional) Sustainable Operations, page 49
<b>ASPECT: WATER</b>	
EN8	Total water withdrawal by source (Core) Performance, page 55
<b>ASPECT: EMISSIONS, EFFLUENTS AND WASTE</b>	
EN16	Total direct and indirect greenhouse gas emissions by weight (Core) Performance, page 55
EN17	Other relevant indirect greenhouse gas emissions by weight (Core) Performance, page 55
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved (Additional) Sustainable Operations, pages 47- 48 Performance, page 55
EN19	Emissions of ozone-depleting substances by weight (Core) Performance, page 55
EN20	NOx, SOx, and other significant air emissions by type and weight (Core) Performance, page 56
EN22	Total weight of waste by type and disposal method (Core) Performance, page 56
<b>ASPECT: PRODUCTS AND SERVICES</b>	
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation (Core) Product Stewardship, pages 51-52



GRI GUIDELINE	LOCATION
<b>PERFORMANCE: LABOR PRACTICES AND DECENT WORK</b>	
<b>DISCLOSURE ON MANAGEMENT APPROACH</b>	
Provide a concise disclosure on the management approach items outlined below	Our Associates, pages 38–44
<b>LABOR PRACTICES AND DECENT WORK PERFORMANCE INDICATORS</b>	
<b>ASPECT: EMPLOYMENT</b>	
<b>LA1</b> Total workforce by employment type, employment contract and region (Core)	Our Associates, page 38 Governance and Ethics, pages 9–10
<b>LA7</b> Rates of injury, occupational diseases, lost days, absenteeism, and number of work related fatalities by region (Core)	Performance, page 54
<b>LA8</b> Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases (Core)	Our Associates, page 40
<b>ASPECT: TRAINING AND EDUCATION</b>	
<b>LA11</b> Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing their careers (Additional)	Our Associates, page 41
<b>LA12</b> Percentage of employees receiving regular performance and career development reviews (Additional)	Our Associates, page 41
<b>PERFORMANCE: HUMAN RIGHTS</b>	
<b>DISCLOSURE ON MANAGEMENT APPROACH</b>	
Provide a concise disclosure on the management approach items outlined below	Governance and Ethics, pages 9–10
<b>HUMAN RIGHTS INDICATORS</b>	
<b>ASPECT: INVESTMENT AND PROCUREMENT ACTIVITIES</b>	
<b>HR2</b> Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken (Core)	Supply Chain Effectiveness, page 35
<b>CHILD LABOR</b>	
<b>HR6</b> Operations identified as having a significant risk for incidents of child labor, and measures taken to contribute to the elimination of forced or compulsory labor (Core)	Governance and Ethics, pages 9–10
<b>ASPECT: FORCED AND COMPULSORY LABOR</b>	
<b>HR7</b> Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor (Core)	Governance and Ethics, pages 9–10

GRI GUIDELINE	LOCATION
<b>PERFORMANCE: SOCIETY</b>	
<b>DISCLOSURE ON MANAGEMENT APPROACH</b>	
Provide a concise disclosure on the management approach items outlined below	Governance and Ethics, pages 9–10; Society pages 14–22
<b>SOCIETY PERFORMANCE INDICATORS</b>	
<b>ASPECT: COMMUNITY</b>	
<b>SO1</b> Nature, scope and effectiveness of any Programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting (Core)	Society, pages 14–22
<b>ASPECT: CORRUPTION</b>	
<b>SO2</b> Percentage and total number of business units analysed for risks related to corruption (Core)	10-K
<b>PERFORMANCE: PRODUCT RESPONSIBILITY</b>	
<b>DISCLOSURE ON MANAGEMENT APPROACH</b>	
Provide a concise disclosure on the management approach items outlined below	Product Responsibility, page 30 Product Stewardship, pages 51-52, Supply Chain Effectiveness, page 35
<b>PRODUCT RESPONSIBILITY PERFORMANCE INDICATORS</b>	
<b>ASPECT: CUSTOMER HEALTH AND SAFETY</b>	
<b>PR1</b> Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures (Core)	Product Stewardship, pages 51-52, Supply Chain Effectiveness, page 35
<b>PR3</b> Type of product and service information required by procedures and percentage of significant products and service subject to such information requirements (Core)	Product Stewardship, pages 51-52





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