



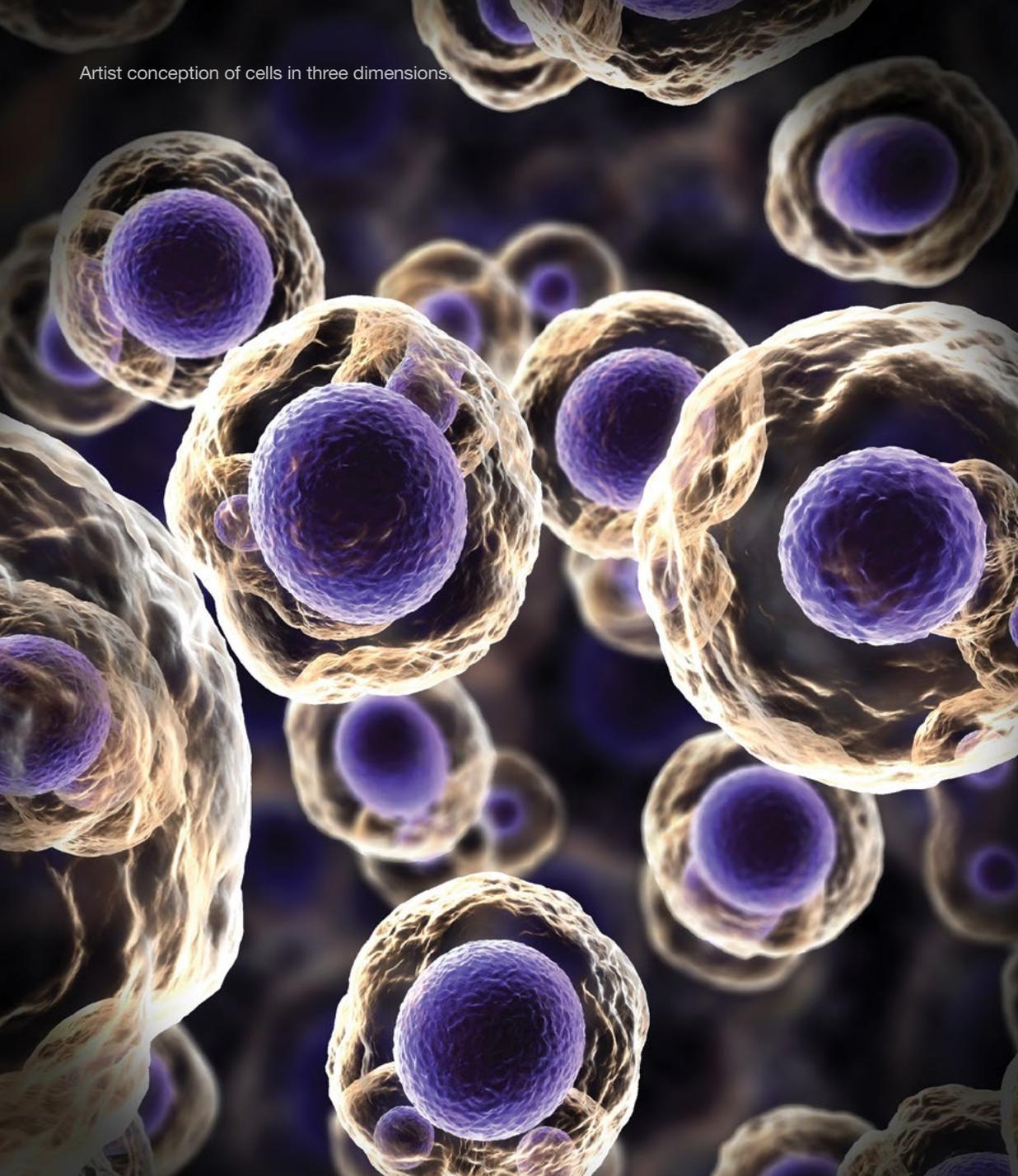
# 2016

## Corporate Responsibility Report

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Artist conception of cells in three dimensions.



## Overview

Promega has experienced a year of rewarding success with significant advances in science, groundbreaking new products, expansion of energy-efficient facilities, worthwhile community interactions and mindful development of our people. This progress embodies our panoramic focus on the long term. As we look to the future, thoughtful growth continues to be a priority as we ask ourselves “how can we develop with purpose?”

These successes also remind us of just how fortunate we are at Promega, where our people understand that we are responsible to more than just the bottom line. While our passion is around our opportunity to serve science, we are conscious of our influence on the environment, the communities in which we work, and our people. We are symbiotic with these relationships, and our success directly correlates to the investments we make in each of them.

Ultimately, our efforts in sustainable practices, innovation, civic engagement, and providing beautiful environments will foster long-term economic growth and provide value for our communities.



## Letter from the CEO

As we review, measure and report on our practices and conservation of 2015, we are reminded that our Corporate Responsibility contributes not only to people, planet and profits; it cultivates potential.

We understand how “responsible” practices may seem counterintuitive to a prosperous business. Promega has faced the occasional skeptic who found some of the company investments in our people, our work space and our community to be short sighted. “Why put so much money into a community day care facility on your campus? Why spend so much on the campus environment and create so much open space? Why not reserve the extra cash for the bottom-line?”

These are normal questions from a traditional business perspective, ones that we have received from the early days of our company. Promega has a long history of doing things with an intent and belief that taking care of others will take care of the bottom-line. So far, this “short sighted approach” has worked for nearly 40 years.

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*“ It is each individual’s contribution to the whole that makes a significant difference to the outcome.”*

—William A. Linton, Chairman and CEO

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It is each individual’s contribution to the whole that makes a significant difference to the outcome. We are interdependent. The more we can do to foster an individual’s potential, the more likelihood we can create a place that calls people back and invites them to fully contribute. The reward they find in each other and themselves generates ideas and services that comes from the heart instead of simply a paycheck.

Ours is an ongoing experiment in developing a place of purpose and reward for our customers, employees, community and shareholders. We continue to learn from our practices over the past decades and we hope these lessons further our evolution and propel us to our centennial celebration in 2078.

To potential, purpose and a prosperous future,

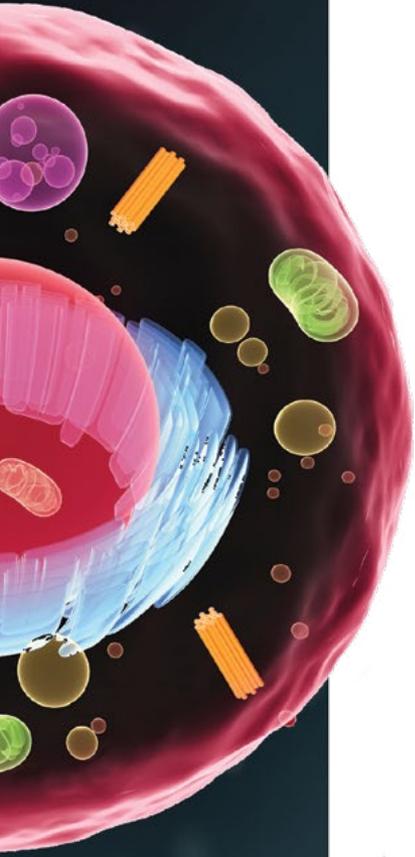
William A. Linton,  
Chairman and CEO



# Corporate Mind

2016 Corporate Responsibility Report

Promega uses an image of an animal cell to represent corporate organization because the cell represents non-hierarchical, interdependent structure.



# Corporate Mind

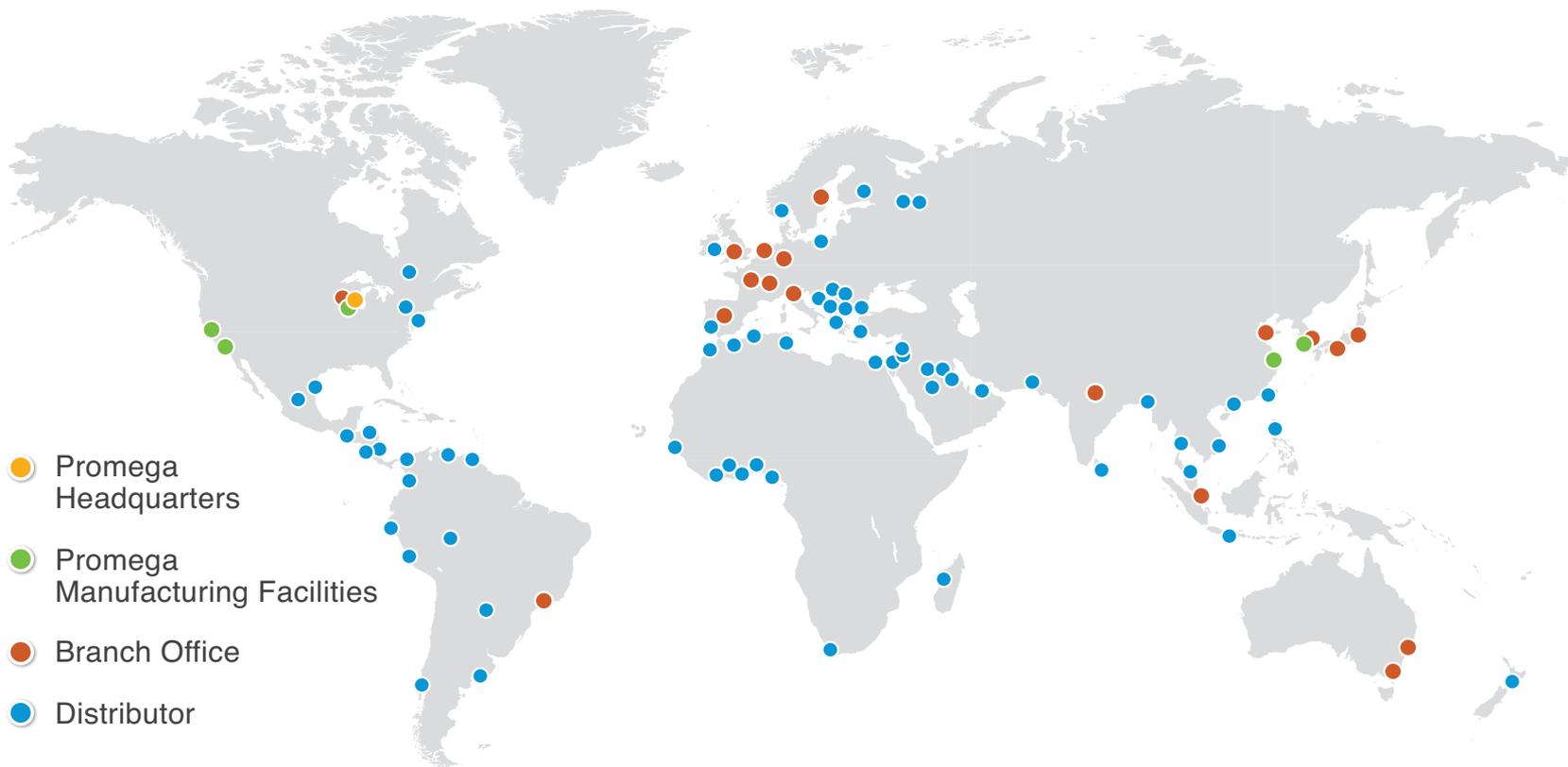
*“Promega’s vision of supporting innovative research targeted at improving humankind is enabled by a culture of providing a creative work environment where the contributions of employees, suppliers, customers and the community are consciously incorporated on a daily basis.”*

—John LeBlanc, Senior Financial Officer, Promega Corporation

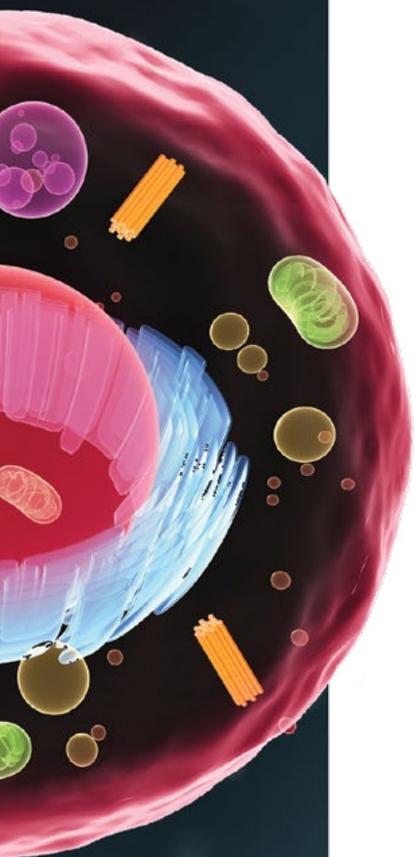
Promega Corporation provides innovative solutions and technical support to researchers, technicians and analysts in the life sciences, industry and government. We offer over 3,500 products to enable scientists worldwide to advance knowledge in the fields of genomics, proteomics, cellular analysis, molecular diagnostics, human identification and applied biotechnology. Founded in 1978, the company is headquartered in Madison, WI, USA, with branches in 16 countries, over 50 global distributors, and manufacturing branches in San Luis Obispo and Sunnyvale, California, USA; Shanghai, China; and Seoul, South Korea. In 2015, revenue, headcount and building footprint continued to grow. Our revenue is approaching \$400 million dollars (US), we have 1,365 full-time positions worldwide; our global building footprint is over 1 million square feet.



The Feynman Center cGMP manufacturing facility at Promega Corporation in Madison, WI.



*Our building footprint is over 1 million square feet globally*



## Conscious Leadership

At the heart of science is the understanding of the interdependent, dynamic nature of systems. This complexity is increasingly true in business environments as well. In complex, rapidly changing and uncertain environments, our leadership must have the latent capacity of mind and heart to truly flourish. We are actively developing an organization environment that fosters the formation of deep personal connections, creates trust in the face of ambiguity to encourage conscientious and courageous action, and supports the simultaneous use of intuition and intelligence in developing vision and outlook. Ultimately we also want to provide a space in which everyone has an opportunity for self-awareness and transformation.

## Corporate Purpose, Vision and Values

**Purpose.** Promega exists on an evolutionary frontier where the values of science, business and human well-being intersect. Acknowledging these interdependencies, Promega cultivates its environment to allow employees to flourish, develop deep and enduring relationships with all constituencies and create intelligent life-science solutions.

**Vision.** Promega Corporation is built on a vision where:

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

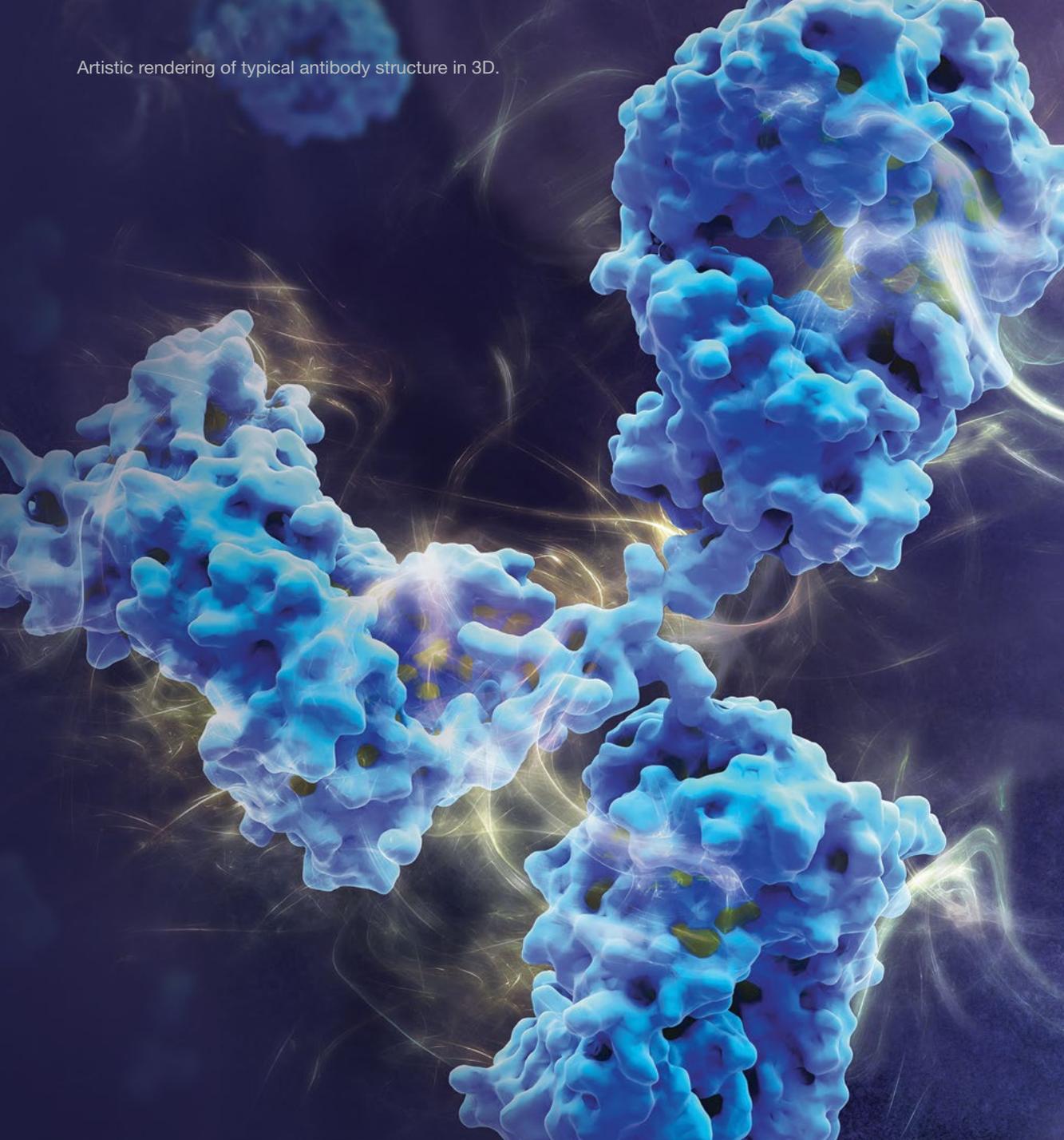
**Values.** Promega continues to evolve and reflect a set of living values that include:

- Contribution to the advancement of science and to the improvement of life in the world community.
- Appreciation that we operate as an adaptable living organism in which each element and human contribution is a vital part of a whole, capable of responding to the emerging complexities of our time.
- Personal development through inner and outer exploration and practices of self-awareness.
- Recognition that both work and home are places to cultivate wholeness and wholeheartedness through learning, offering the best of ourselves, integrating new insights and developing inner and outer qualities that allow each individual to be present and engaged.
- Recognition and reward of achievement through creativity, risk taking, process improvements and innovation.
- Adaptability and flexibility in the workplace.



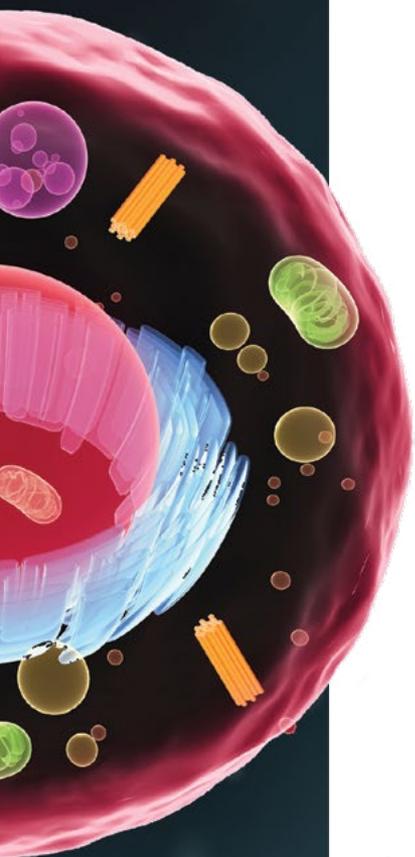
Promega employees enjoy using third spaces for informal meetings and social gathering.

Artistic rendering of typical antibody structure in 3D.



### Corporate Governance

Promega is governed by a Board of Directors, while daily operations are led by the Corporate Leadership Team and global Branch Managers. This diverse group brings wide-ranging expertise and unique country experience to management decisions. As the guiding force of the company, these groups are responsible for setting company strategy and providing organizational oversight.



## Investments in the Future

Promega has long believed in the philosophy that to be truly sustainable, an organization must evolve as the world and customer needs change. The key to addressing this challenge is to have a long-term vision and strategy. As a result, we look at human needs in an effort to anticipate our customers' needs while providing an inspiring place for employees to work. We continue to be committed to building a long-term sustainable future through investments in innovation, people, products and services, facilities and infrastructure.

Our focus on investing in the future continued in 2015 through scientific innovation, expansion of global facilities and advancing our technical and leadership capabilities. These investments helped in meeting customer needs and generating continued value.

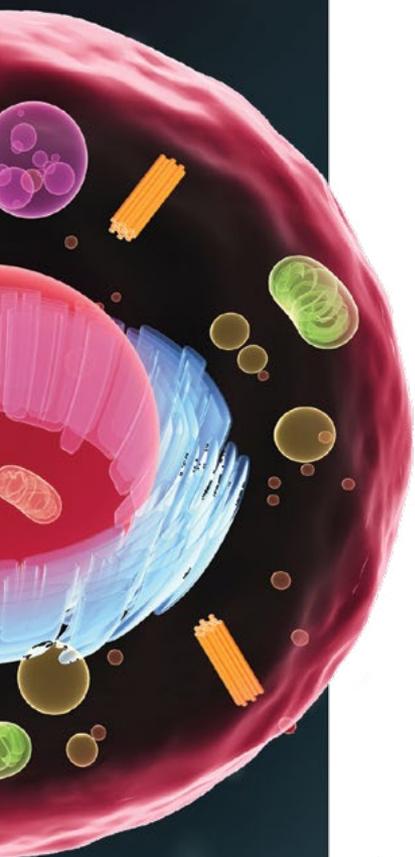
**Research.** Growing investment in innovative research resulted in 81 new patent filings in 2015, bringing our patent library to over 500 granted patents and nearly 240 pending patents. In addition, 21 new products were launched, supporting scientific needs in cellular analysis, genetic identity and integrated methods with instruments and reagents.

**Corporate Logistics Facilities Expansion.** The Promega Madison Kepler Center was completed in the fall of 2015. This 126,000 square foot facility's design and structure is aimed at efficiency and simplicity while providing a positive employee experience. It serves as our global supply center, sending inventory to the company's branches and customers worldwide. This new center incorporates the latest technology in cold storage material handling that will shorten the lead time to customers. In Kepler, teams process 11,000 orders a month involving about 125,000 items.

Mindful focus on building a long-term sustainable organization along with continued investment in infrastructure will enable Promega to meet the rapidly changing needs of the scientific community.



The Kepler Center at Promega Corporation in Madison, WI supports product finishing and global distribution.



**Branch Expansion.** Work began on the expansion of three branches in 2015:

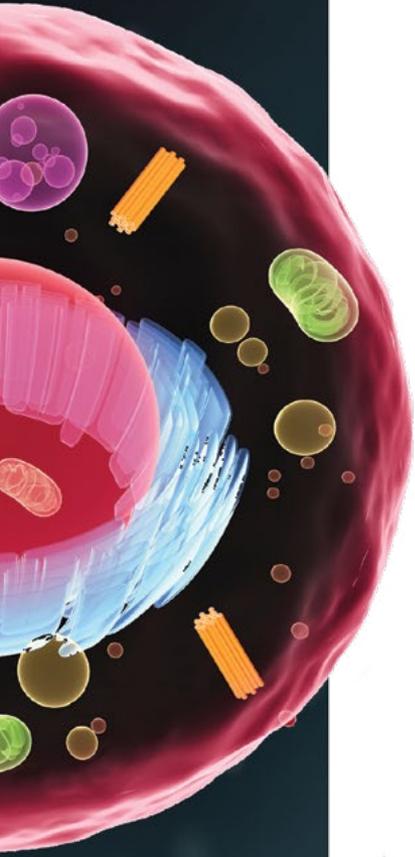
- A new Promega UK facility, due for completion in early 2018, will expand the ability to respond to customer needs far into the future. The three level facility will be about 15,000 square feet and will comply with or exceed the strenuous energy performance and green building standards in the newest UK Green Building Council Code. Promega UK staff and the Global Planning Team are planning to incorporate high environmental performance values in the design of this new facility with the desire to make it a notable green project for the research park. In addition, a training center consisting of laboratory and lecture room will be incorporated into its design. This training center is intended in part for use with local schools and colleges for the purposes of educating, inspiring and enthusing young people about life sciences.



A chemist works at Promega Biosciences.

- Promega Germany (GmbH) is in the early design stages for a major new facility to house the European distribution hub, Promega GmbH (the largest overseas Promega operation) and the European branch of Terso Solutions. It will also have a substantial instrument service space, staff amenities and capacity to host moderate scale meetings. The five level facility will be about 120,000 square feet, expandable to about 150,000 square feet, and will comply with or exceed the rigorous energy performance and green building standards of German Building Codes. Promega Germany staff and the Global Planning Team are using high environmental performance values in the design with a goal to make this new facility a flagship green project representing Promega in Europe.
- Renovation and expansion of labs and office spaces at Promega Biosciences, San Luis Obispo, will be completed by the end of 2016. As the organic chemistry center of Promega, this expansion will enable expanded analytical and process development capabilities while improving overall employee workspace and experience.





## Supply Chain Management

Promega recognizes the effect and importance that our suppliers have in the scope of our Corporate Responsibility, and forms partnerships with companies that have similar commitments. In the last year we have created and communicated a Supplier Code of Conduct with expectations relating to business ethics, labor, health and safety, and environmental responsibility. Past surveys have shown that over 50% of our suppliers have sustainability or corporate responsibility programs established or in development. A focus on sourcing from local suppliers also supports local communities and reduces effects from shipping.

In the upcoming year we will continue to communicate our expectations relating to sustainability and expand the application of our Code of Conduct in qualification and selection processes.

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*In the last year we have created and communicated a Supplier Code of Conduct with expectations relating to business ethics, labor, health and safety, and environmental responsibility.*

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# Product Reach

2016 Corporate Responsibility Report

Artist's representation of molecular-scale exploration of protein interactions enabled by NanoBIT technology.

# Product Reach

*“Scientific creativity and worldwide collaborations keep Promega on the forefront of innovation, yet it is our dedication to our customers that drives us to develop products enabling scientists to tackle the myriad mysteries of human health.”* —Gary Tarpley, Vice President Research and Development, Promega

The biotechnology era started when researchers discovered that they could freely manipulate DNA and create predictable recombinant molecules. For Promega, that era started by offering quality restriction enzymes that could cut and splice DNA in specific ways.

As the biotechnology revolution advanced, we expanded the tools available in areas such as in vitro transcription and translation (including coupled transcription and translation to go directly from DNA to proteins), amplification (PCR), DNA sequencing and tools for cell biology and neurobiology. Promega opened the application of bioluminescence to many areas of modern biology including drug discovery. Over the last 20 years, many new drugs were discovered and developed using Promega bioluminescent screening and profiling methods. More recently cells that produce light in response to various signals have been used in cell-based assays that extend our understanding of cell behavior, biochemistry and immunology. Greater understanding of

cell biology has helped develop new approaches to cancer therapies, like the development of biologics.

Because of the high-quality, reliable “tool kits” at their disposal, researchers have more freedom to focus on specific questions at the forefront of scientific discovery or clinical practice. The end result is better science, using better tools, for faster answers.



The variety of products Promega offers provides our customers with flexibility in their work.

## Government and Academic Research Laboratories

Basic researchers in academic laboratories or government research centers are often early adopters of new technologies that are later incorporated into industrial settings. The ability to miniaturize or automate such technologies is important because it allows these scientists to focus exclusively on and streamline their research processes. Promega continues to develop improved technologies for routine DNA and RNA isolation, analysis and amplification, and protein and cellular biology that support researchers seeking to understand fundamental principles of biology.



TheScientist  
**TOP 10**  
INNOVATIONS

### NanoBiT® Complementation Assay

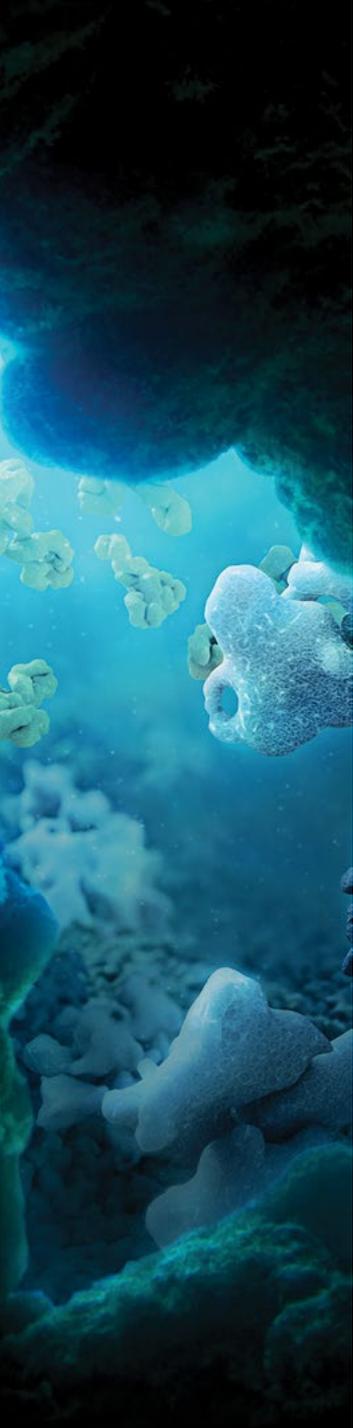


NanoBiT® Complementation Assay was named a top 10 innovation for 2015 by *The Scientist*.

## New Tools Access New Learning – Studying Protein Interaction in Live Cells

In the past, scientists believed that once we sequenced the human genome, we would be at the core of understanding human life. In reality, completing the sequencing was just a beginning. The discovery of 22,000 genes (fewer than the anticipated 100,000) showed there was much more to learn. These genes express proteins that interact with each other in a myriad of ways that lead to healthy and unhealthy conditions. Creating techniques to observe the protein dynamics within their native environment has been an important goal for a number of years. Promega has experience creating tools in this area of “reporter assays” but until recently, no one was able to provide a tool that could really monitor the interactions in real time, in a live-cell environment.

Over the past year, those techniques were elevated to a new view in science thanks to the Promega NanoLuc® Binary Interaction Technology (NanoBiT). Modern therapeutic drugs commonly disrupt or induce a specific protein interaction, and the Promega NanoBiT® Assay helps researchers detect protein interactions and disruptions within a live cell as they happen. Typically learning in live-cell setting has involved considerably more complicated and costly methods. Now, NanoBiT Technology enables drug companies to observe protein interactions in real time, leading to better understanding and treatments for diseases. For this technology, Promega was recognized in the Top 10 Innovations of 2015 by *The Scientist Magazine*. See the full paper discussing the capability of NanoBiT on the [American Chemical Society website](#).



## Pharmaceutical and Biotechnology Industries

Scientists developing small molecule drugs within the pharmaceutical industry need reliable assays and reagents because they often screen up to hundreds of thousands of compounds at a time. Screening requires assay technologies that generate in vitro data predictive of in vivo results so that expensive failures such as “false positives” (compounds that in fact are ‘hits’ but not good drug compound leads) and off-target effects are avoided. As small molecule drug discovery has moved toward phenotypic screening, there is a new challenge identifying the specific target of the small molecule that produces the desired phenotypic change. Once the protein target of the small molecule is identified, the scientists must be able to measure the drug’s activity, such as affinity and drug-target residence time within a live cell. Promega’s Advanced Technology Group (ATG) used our proprietary NanoLuc® and HaloTag® technologies to create a novel phenotypic discovery platform that can address these challenges.

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*Scientists in the biopharma industry need the best analytical tools to functionally and structurally characterize large molecule “biologic” therapeutics.*

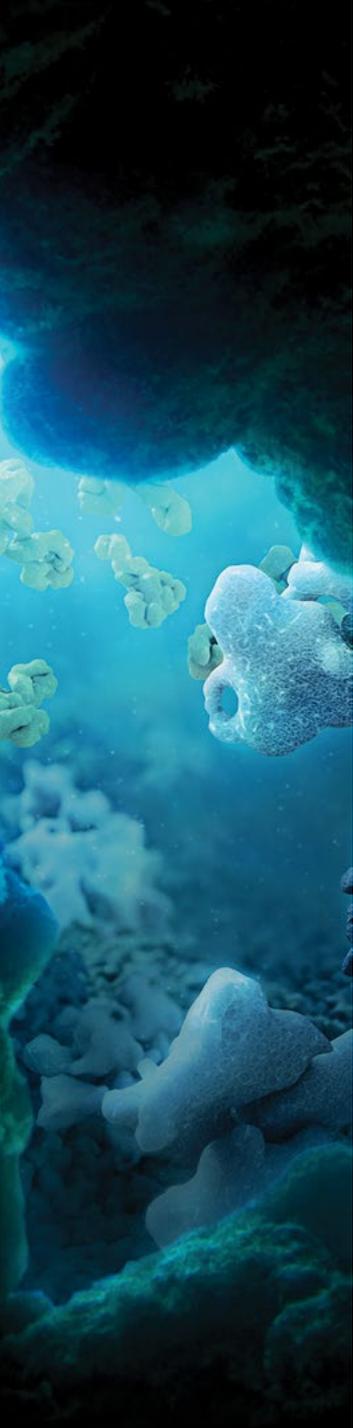
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## Giving Hope and Sharing Life

An unexpected diagnosis of any disease can be incredibly difficult to manage for patients and their families. While modern medicine has made incredible progress over the past decades, cancer treatment continues to be elusive as the type, severity, and health of a patient can limit options. In 2014, an employee of Promega was grappling with her cousin’s sudden diagnosis of stage IV cancer of the urethra. At the age of 37, this young man’s diagnosis and chance of survival were bleak. Shortly after, the severity of this patient’s cancer elevated when an MRI revealed that the growth of tumors had spread to his brain. Although chemotherapy was an option, the doctors said there was little reason for hope.

Given her familiarity with the Promega portfolio of nucleic extraction products, this employee insisted that doctors send a sample of her cousin’s tumor to FoundationOne for genetic profiling. FoundationOne was able to purify the patient’s DNA using Promega Nucleic Acid extraction products and the Maxwell® System as a first step in their sophisticated test to determine a combination of two different drugs for targeted drug therapy. This treatment plan would allow the patient to take less toxic drugs and avoid whole body cytotoxic chemotherapy. Eight weeks after the start of his target drug therapy, this patient was headed home from the hospital and continues to improve every day.





Scientists in the biopharma industry need the best analytical tools to functionally and structurally characterize large molecule “biologic” therapeutics. Promega has a suite of bioluminescent, cell-based reporter bioassays that are used in the discovery and development phases and after being validated by the pharmaceutical customer in the manufacture of biologics. Cancer immunotherapy has a bright future in the war on this pervasive class of diseases, and Promega has a rapidly expanding portfolio of such bioassays. In addition, Promega has generated many proprietary enzymes used in the structural characterization of biologics by mass spectrometry.

### **Applied Biotechnology and Agriculture**

Today biotechnology tools once used by researchers are used in applications to test food and water. Applications include tests for purity, bacteria and other elements to ensure safe products and authenticate quality claims.

For food analysis, we provide sample preparation tools in combination with pathogen testing and GMO testing for nearly all food matrices. Promega DNA purification chemistry is considered to be the standard in authenticity determination of meat products, and has been used by the European Union Reference Laboratory

for Animal Proteins in feeding stuffs (EURL) to develop a Standard Operating Procedure for the extraction of DNA for downstream PCR-based detection methods for food testing.

In water and hygiene analysis, our ATP bioluminescence expertise is already very well adopted. Several groups have published methods using the BacTiter-Glo™ luminescent ATP-based assay chemistry for the assessment of water quality and biofilm formation.

The tools that we offer make microbial contamination monitoring in crude oil and heavy fuels possible, thus reducing the use of bactericidal chemicals in those processes. The number and type of projects is expanding significantly in areas like minerals testing, microtox testing, and QC testing of dairy products. The number of these implementations are increasing as the quality of our products get more and more visibility.



## Forensics and Paternity Laboratories

Forensics and paternity laboratories deal with tremendous caseloads and tight turnaround times. Dependable results, throughput, and reliable product supply are critical in this setting. These labs use limited, and often challenging samples to develop law enforcement leads from crime scenes. In addition, these labs help bring closure to families whose loved ones are missing, lost in mass disasters, and even help exonerate those who have been wrongly convicted of a crime. Researchers and analysts need to know that they will get optimal and reliable results from the valuable and often irreplaceable samples. Promega has worked with forensic and paternity laboratories for more than 30 years and supports their challenging workflow by providing products for efficient DNA extraction through discriminating STR analysis.



Maxwell® 16 (left) and DNA IQ™ Casework Pro Kit (right) are used by crime labs globally to isolate and purify DNA.

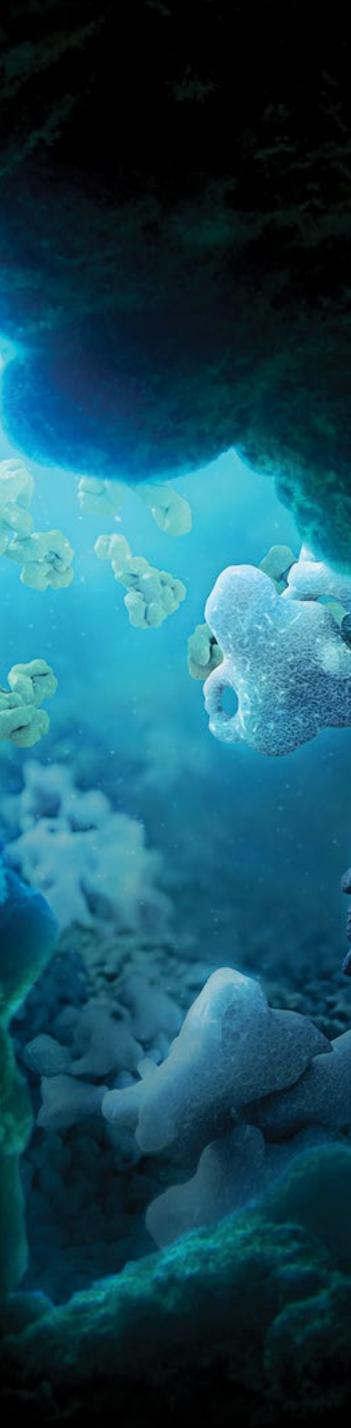
## Clinical and Molecular Diagnostics Laboratories

Molecular diagnostic laboratories rely on the use of high-quality, consistently performing products in their assays. We manufacture the majority of our reagents that contribute to robust and reliably performing molecular assays. We ensure our products are manufactured to the highest quality standards through maintenance of ISO 9001 & ISO 13485 certification and capabilities for cGMP manufacturing. We can provide flexible solutions with product customization options to meet a clinical laboratory or IVD manufacturers' needs.

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*To sustain our contribution to scientific exploration and application, we will continue to invest in the development and discovery of new technologies.*

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## Investments for the Future

To sustain our contribution to scientific exploration and application, we will continue to invest in the development and discovery of new technologies. In 2015, over \$41 million (US) was invested in research and development, and 81 new patent applications were filed. Because of sustained global investment in research and development, we have an extensive intellectual property portfolio.

We also work with academic institutions and other entities to license and develop promising technologies. As a member of the Wisconsin Alumni Research Foundation, we have the opportunity to take a first look at new technologies from the university.

Patents (Issued and Pending Applications)	
Cellular Analysis	523
Genomics	97
Genetic Identity and Other	92
Proteomics	35
<b>Total</b>	<b>747</b>

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*In 2015, over \$41 million (US) was invested in research and development, and 81 new patent applications were filed. Because of sustained global investment in research and development, we have an extensive intellectual property portfolio.*

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## Quality Process and Product

Promega Madison was first certified to international standards for quality management systems in 1998 and, along with Promega Biological Products, Shanghai, China, is currently certified to both the ISO 13485 and ISO 9001 standards. These standards are required for the development, manufacture, testing, and delivery of medical devices around the world. Currently, 16 locations meet standards for ISO 9001, ISO 13485 or both.

The Feynman Center, a cGMP manufacturing facility, serves customers in need of molecular biology reagents for in vitro diagnostic (IVD) assays. It meets today's strict design and regulatory requirements and has the flexibility to respond to future changes in regulation. State-of-the-art construction includes failsafe redundancies to ensure uninterrupted power and dedicated, purified water for the highest quality manufacturing processes.

Our customers receive safety data, as well as comprehensive technical data sheets on the use of Promega products to report level of integrity applied to all product claims.



Fermentation Facility at Promega Corporation in Madison, WI.

*Currently, 16 locations meet standards for ISO 9001, ISO 13485 or both.*

# Planet Aware

2016 Corporate Responsibility Report

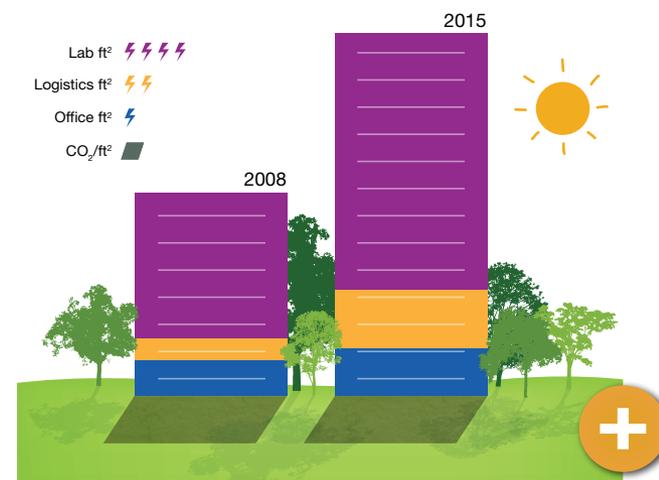
Artist conception of cells in three dimensions.

# Planet Aware

*“ The impact of each individual taking responsibility for sustainable practices is what will continue to move the needle. For example, a member of the Operations Product Finishing team took the initiative to collect the packaging bags that our bottles are delivered in and took them to the recycling center on his own. This personal initiative brings to light the need, so we can then take steps to institutionalize these processes. ”*

— Jennifer Romanin, Director IVD Operations, Promega Corporation

Promega is committed to environmental stewardship and aims to integrate the principles of sustainability across all aspects of our business, including the way we operate our facilities, transport products and engage with customers. Over the last few years, we have focused on long-term thinking and invested in an infrastructure that has set the foundation for growth and sustainability for many years to come. This growth has challenged us; it also has allowed the incorporation of cutting edge approaches to resource conservation in new and existing facilities. In the last year, we decreased our operational carbon footprint as indexed to building footprint as a result of reductions in natural gas usage and water consumption. However, increased travel to support customers and complete implementation of our ERP system for our Pac Asian branches has offset much of these savings. As a result, our carbon footprint was held constant as indexed to business indicators.



**Figure 1.** Even with a 90% increase of high-energy intensive spaces, the “shadow” of our carbon emissions has decreased 7% per building footprint.

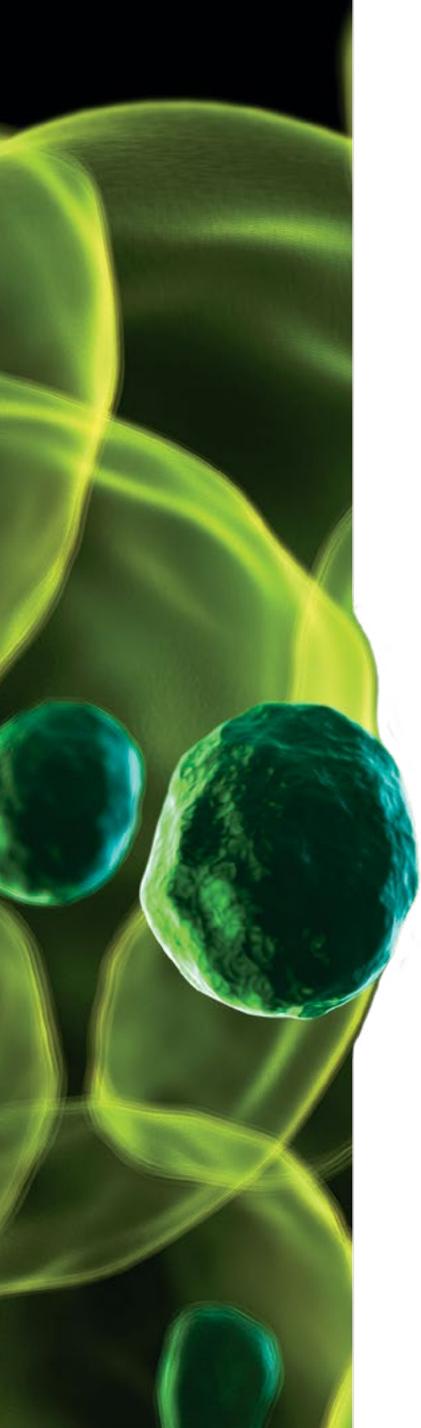


Rain gardens in the  
Prairie Swale at Promega  
Corporation in Madison, WI.

As we look toward the future, we have established targeted goals for environmental impact reductions in the areas of greenhouse gas emissions, electricity, natural gas, water, distribution emissions and waste to be achieved by 2020. These targets have been indexed to revenue to account for growth. These objectives will challenge us and prioritize our focus on key areas of opportunity and impact for Promega.

#### 2020 Corporate Responsibility Goals Indexed to Revenue

Area	Target Reduction
<b>Carbon Footprint</b>	<b>10%</b>
Electricity	2%
Natural Gas	10%
Distribution	5%
Waste	10%
Water	15%



## Responding to Climate Change

Promega supports the move to limit anthropogenic greenhouse gas emissions and actively tracks contributions to climate change from all operations globally. We take into account direct emissions from fuel combustion (scope 1), emissions from purchased electricity (scope 2) and indirect emissions from business travel, outgoing distribution, water usage and paper usage (scope 3).

### Energy Consumption

Emissions from energy generation account for over 70% of Promega carbon footprint. We look to increase efficiency when designing new facilities and improving existing operations, as well as encourage every employee to minimize energy consumption on a daily basis.

*New Promega facilities incorporate the newest technologies to minimize energy usage. As a result, our electricity usage as indexed to building footprint has decreased by 1% in the last year.*

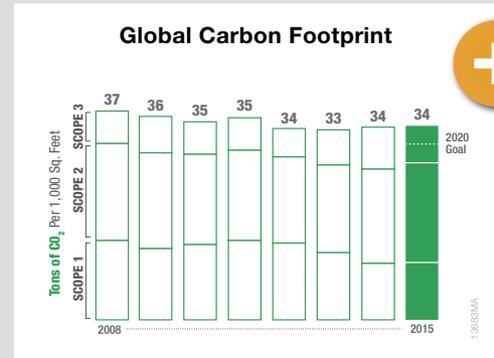


Figure 2. Promega actively tracks carbon footprint from fuel combustion (scope 1), purchased energy (scope 2), business travel, outgoing distribution, water and paper usage (scope 3).

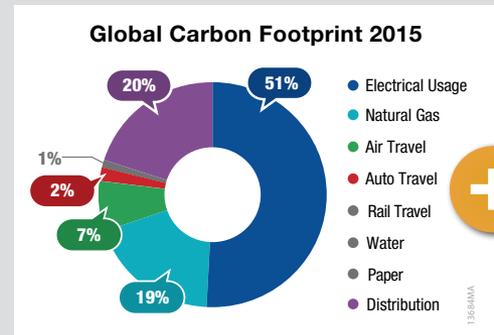
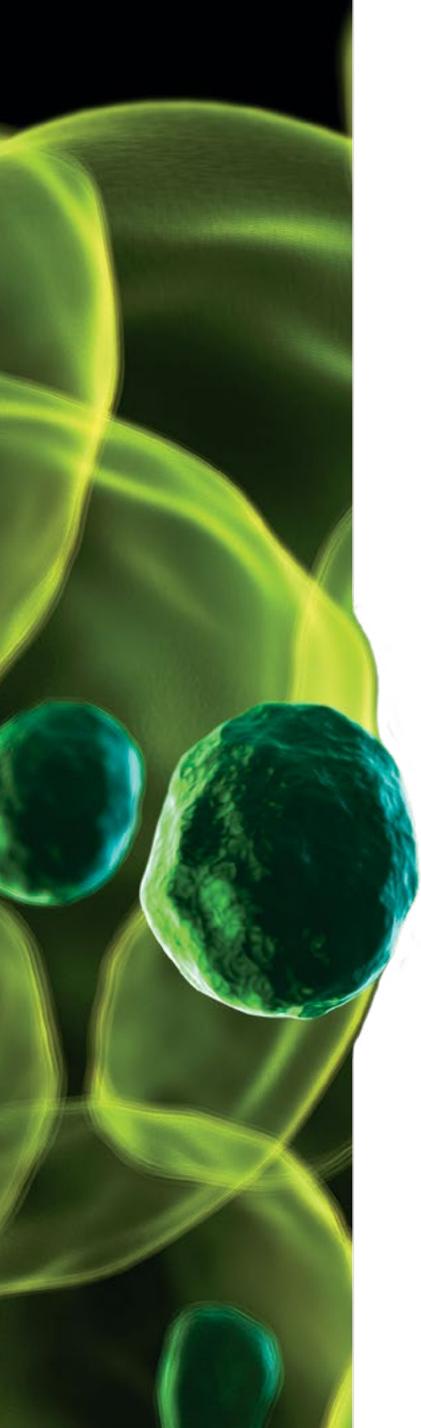


Figure 3. Key contributors to the Promega carbon footprint.



**Minimizing Electricity Usage and Emission.** To reduce impacts from electricity usage, we invest in energy efficiency and generate electricity from rooftop solar panels or purchase it from renewable sources. New Promega facilities incorporate the newest technologies to minimize energy usage. As a result, our electricity usage as indexed to building footprint has decreased by 1% in the last year. Notable efforts to conserve energy in 2015 included:

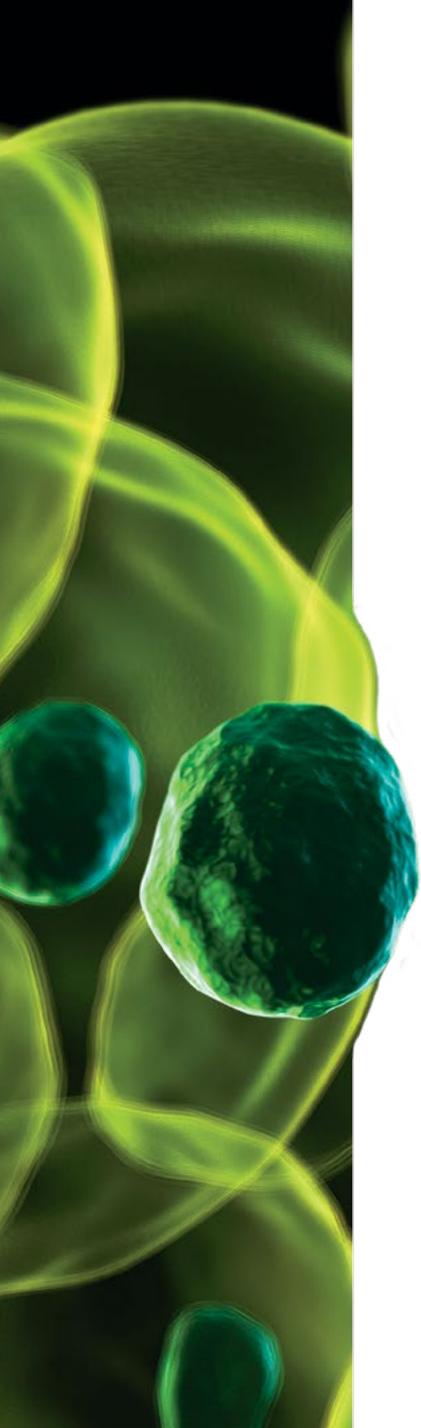
- Our newest facility, the Kepler Center, is designed to minimize energy throughout the entire building including the use of state-of-the-art vertical lift modules for cold-chain storage that optimize efficiency and reduce loss of treated air in freezers.
- Energy efficiency was enhanced through installation of LED lighting, energy efficient applications, upgrades to the HVAC system, and computerized monitoring at our Terso facility.
- Promega Benelux continues to implement energy conservation techniques, which in 2015 included the conversion to LED lighting.



These efforts have been made possible through investments in facility operations with the addition of several specialists trained in energy efficiency. The facilities teams lead efforts globally to implement new technologies to reduce overall consumption.



Vertical lift modules for cold-chain storage optimize efficiency and reduce loss of treated air in freezers



Our use of renewable energy has increased every year and more than 18-fold since 2008. Promega facilities that use 100% renewable energy sources include:

- Promega GmbH Promega Euro Hub in Mannheim, Germany
- Promega Italia in Milan, Italy
- Promega Biotech Ibérica in Alcobendas, Spain
- Promega Biotech AB in Stockholm, Sweden
- Promega Brazil in Sao Paulo, Brazil
- The [Aviation Operations building](#) in Promega Madison, Wisconsin—our largest renewable energy producer with over 250 solar panels and geothermal wells for heating and cooling
- The da Vinci facility in Madison, Wisconsin, isn't powered solely by renewable but it has 48 solar panels and extensive sky lighting



Solar arrays on the da Vinci building at Promega Corporation in Madison, WI.

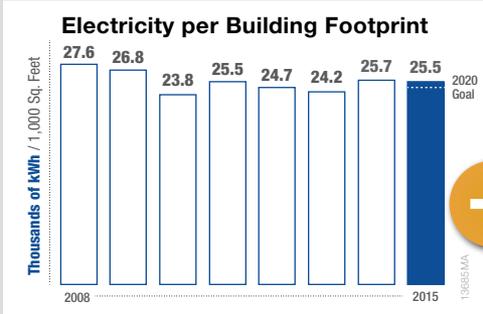
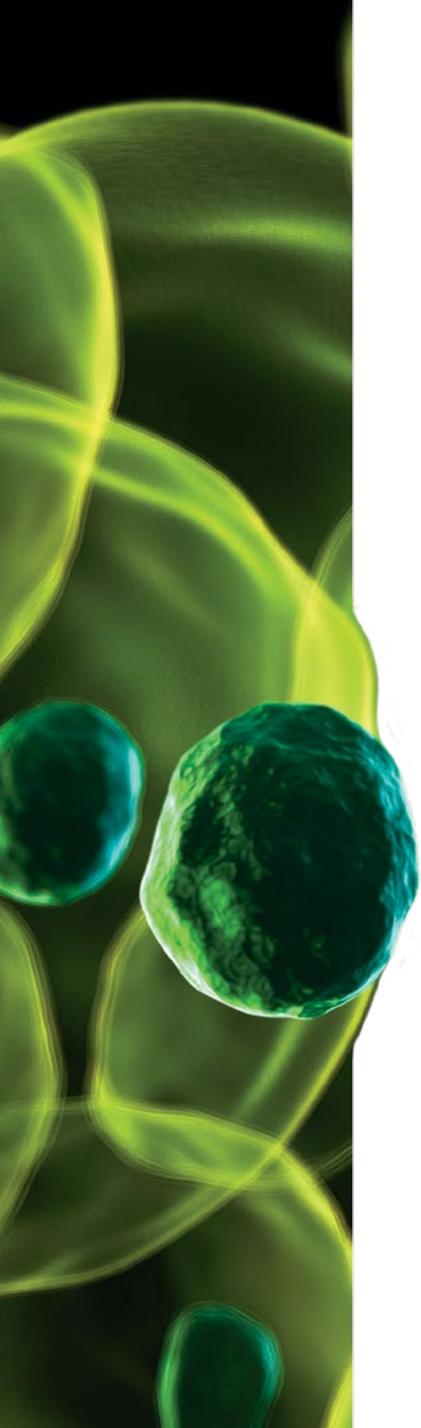


Figure 4. Electricity usage of operations globally as indexed to building footprint.





**Natural Gas Usage.** Natural gas is used primarily at manufacturing sites for heating and production related processes. Natural gas is our largest source of direct air emissions and third in overall emissions for Promega. In the last year, our natural gas usage decreased by 6% as a result of investments that optimized efficiency of existing facilities and thoughtful design of new facilities. To minimize heating requirements and related emissions, we use geothermal wells, solar water heaters, and heat capture technology in many facilities. Recent initiatives to conserve natural gas usage include:

- Installation of new high efficiency boiler burner replacements and new steam coils on air handling units in our BTC facility. These changes reduced the natural gas usage of the facility by over 15%.
- Our newest facility, the Kepler Center, uses heat recovery systems on ultra-low temperature freezers to supplement heating for the facility. These systems also eliminate the cooling demand of the facility and conserve electricity.

Direct air emissions are monitored from combustion of fuel purchased for heating and emergency generators in North America. Promega emissions fall below the threshold levels set by local and federal organizations, and we continue to explore further enhancements.

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*In the last year, our natural gas usage decreased by 6% as a result of investments that optimized efficiency of existing facilities and thoughtful design of new facilities.*

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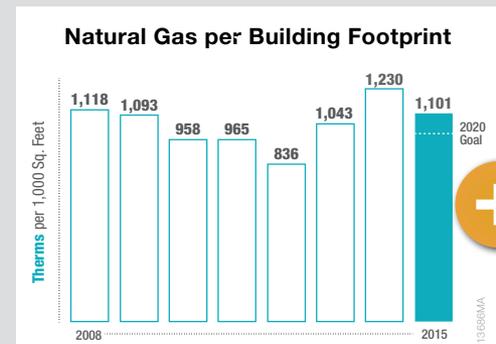
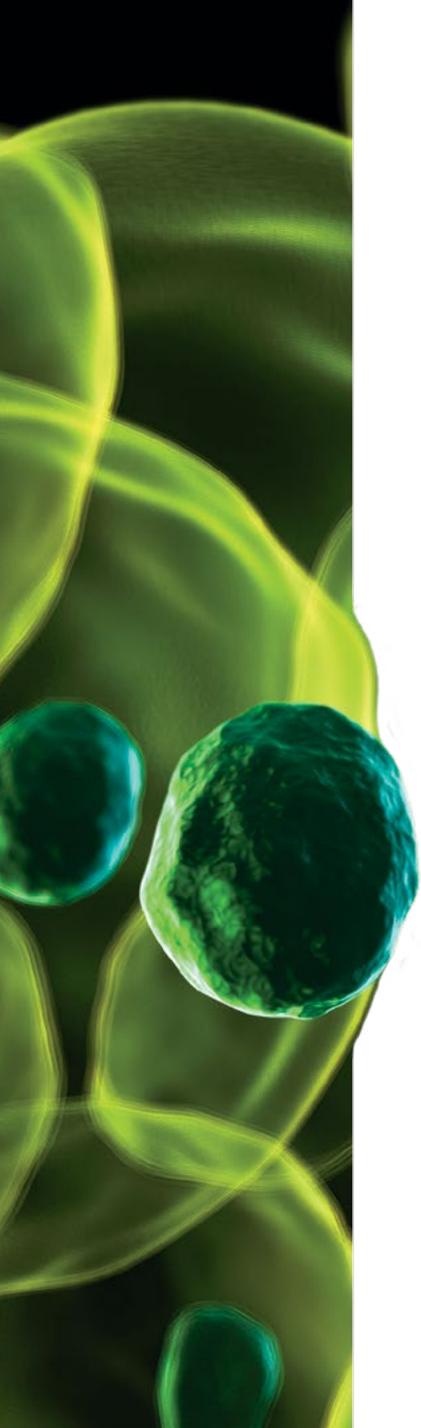


Figure 5. Natural gas as indexed to building footprint.



## Tracking and Reducing Impacts from Product Distribution

Promega invests significant efforts to ensure that our products get to customers quickly and safely. We strive to reduce air emissions by decreasing the size and weight of packaging materials and using efficient modes of transportation. To understand the indirect emissions from outgoing shipments, data were collected from Promega-owned global distribution hubs on weight, distance and mode of transportation.

Continued effort by our logistics teams across the globe are made to minimize weight and packaging materials. Several projects in North America and Europe resulted in the use of smaller shipping boxes and packaging improvements that have reduced weight and the amount of dry ice used. The Promega Euro Hub, our distribution center for Europe located in Mannheim, Germany, saved over 25 tons of dry ice last year even with revenue and shipments increasing.



The Promega Euro Hub reduced dry ice usage by 25 tons in the last year even with revenue and shipments increasing.

### Global Distribution Emissions

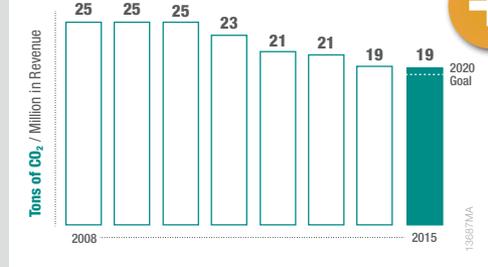
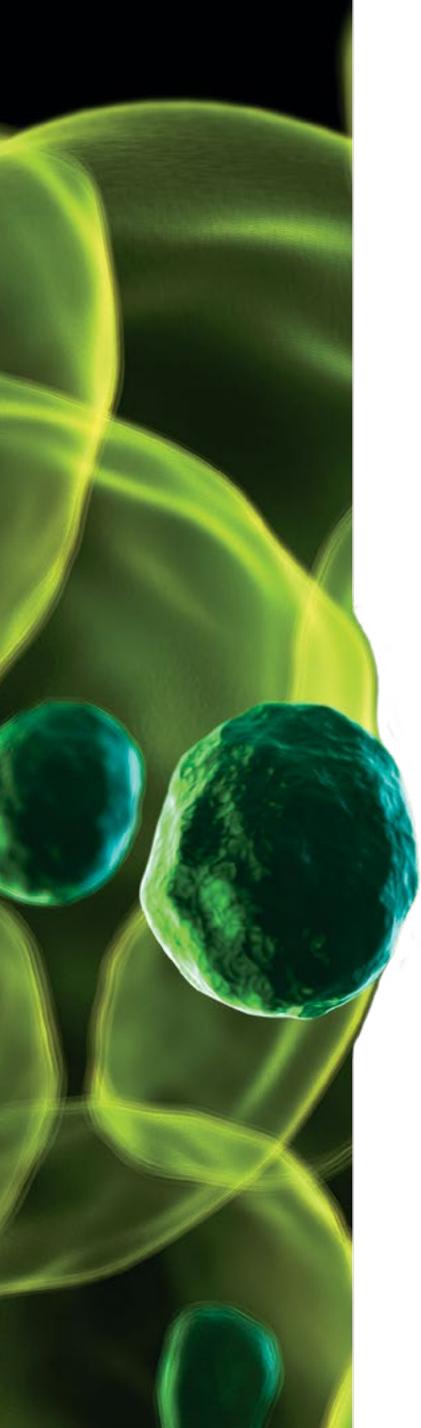


Figure 6. Emissions from product distribution to customers globally.



### **Efficient Product Delivery with Our Helix On-Site Stocking System.**

Our state-of-the-art, on-site inventory management system, Helix<sup>®</sup>, further reduces emissions from distribution. The Helix program uses RFID technology that tracks product use in real time, and results in more efficient shipping practices. This automated inventory management system ensures that customers have uninterrupted access to supplies while reducing the impact on our planet.

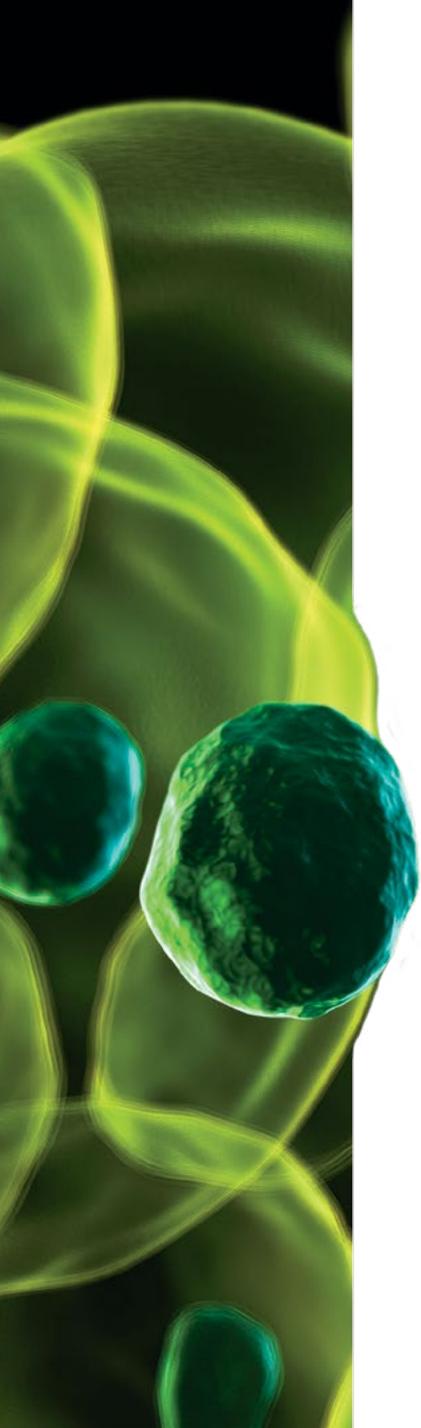
In addition, Promega purchases carbon credits to offset the greenhouse gas emissions from energy use of the Helix<sup>®</sup> System from shipment to distribution to stocking. In 2015, Helix offset 740 tons of emissions worldwide by supporting the following projects:

- **United States reforestation projects** in Texas and Arkansas
- **Oddar Menachey REDD+** tropical forest conservation in Cambodia

Since 2010, we have offset over 3,700 tons of carbon dioxide. To see more information and learn how to participate, please visit [www.promega.com/helix](http://www.promega.com/helix)



Promega carbon offsets supported the Oddar Menachey tropical forest conservation project in Cambodia. The project prevents deforestation, protects biodiversity and benefits the health and wellbeing of the area inhabitants.



## Minimizing Impacts from Business Travel

Business travel via air, automobile and rail comprise approximately 10% of our current carbon footprint. In the last year, emissions from business travel increased per revenue due to increased customer visits as well as travel for the final phase of ERP implementation at Pac Asian branches and manufacturing locations. Travel is essential for supporting researchers and scientists, yet we are committed to minimizing impacts from travel by using fuel-efficient vehicles and environmentally sensitive modes of transportation.

**Efficient Travel.** Promega actively seeks out fuel-efficient vehicles. Promega Benelux, Promega UK, Promega Italia, Promega AG in Switzerland and Promega KK in Japan have moved to a more efficient and ecologically sound fleet. Since 2008, our global automobile fuel efficiency has improved by 7%. In the United States, enrollment in the Emkay GoGreen fleet program enables increased use of high-efficiency vehicles and also plants trees annually to compensate for unavoidable greenhouse gas emissions generated. Since our enrollment in 2009, we have offset over 1,900 tons of CO<sub>2</sub> by planting trees to offset automobile emissions.

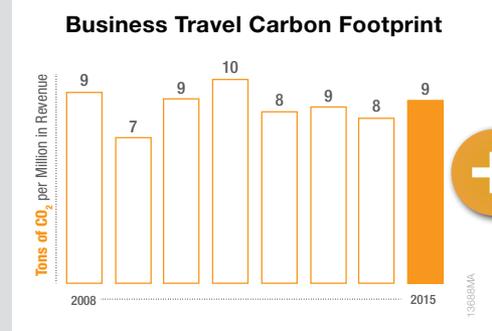
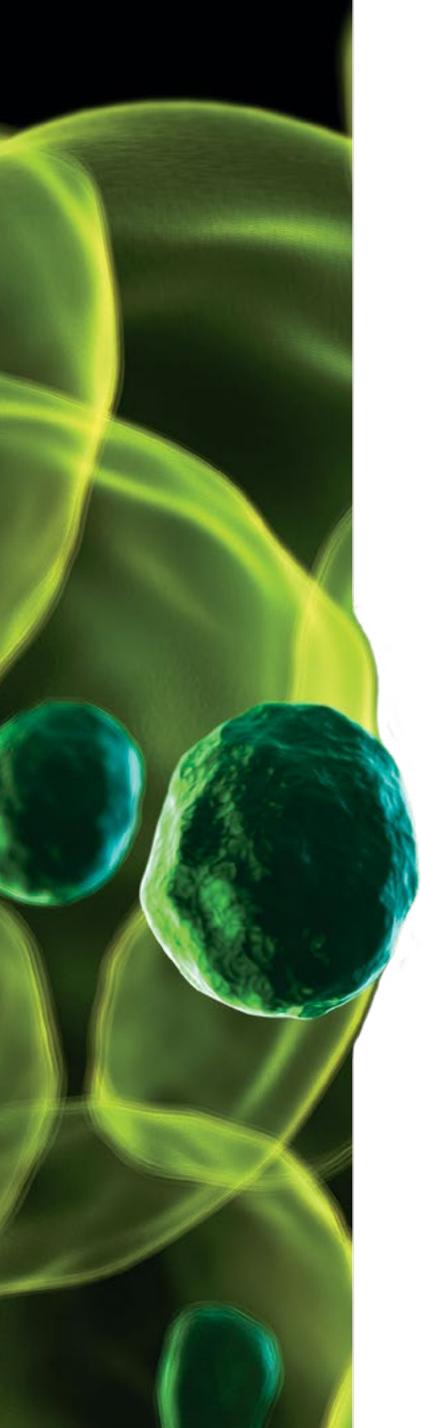
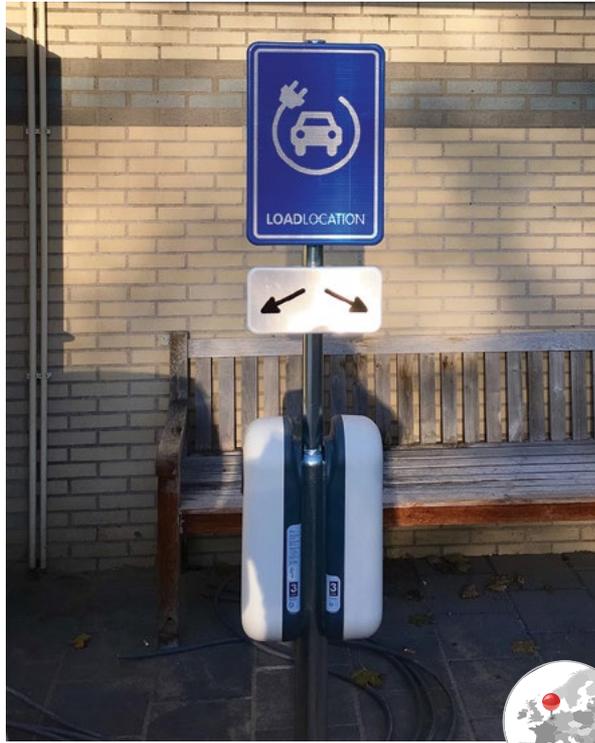


Figure 7. Business travel emissions from air, automobile, and rail as indexed to revenue.



We also encourage the use of electric vehicles with the installation of electric vehicle charging stations at Promega Benelux and Promega Biosystems in California this past year. Our Madison campus also has electric vehicle charging stations in parking garages to encourage employees to minimize greenhouse gas emissions from transportation.



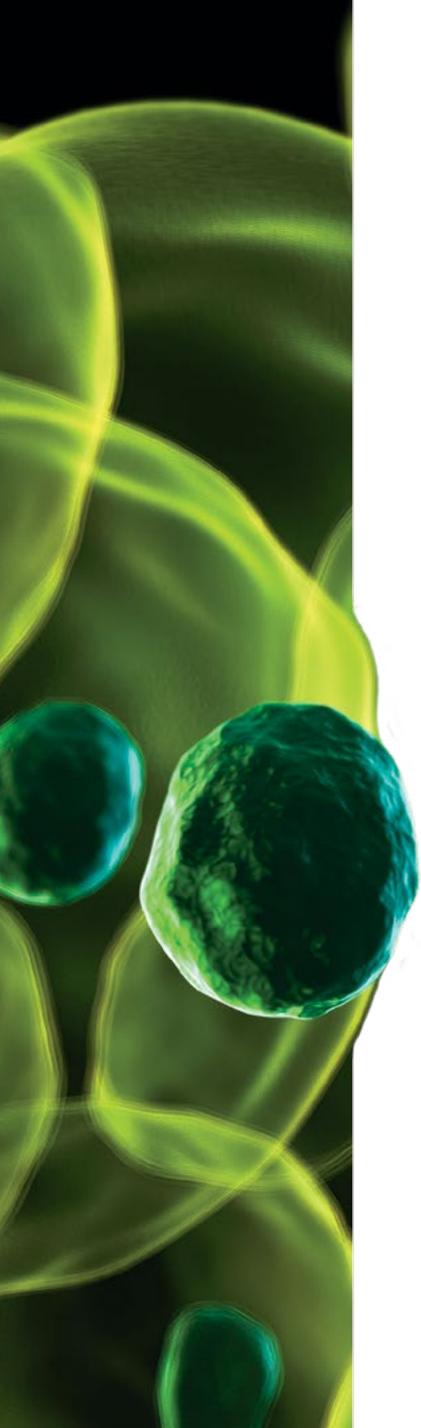
Electric vehicle charger at Promega Benelux.



**Alternative Transportation.** Alternate transportation programs have been implemented in a number of locations worldwide to reduce environmental impacts. Employees are encouraged to use public transportation, ridesharing or biking-to-work. All buildings at Promega Madison and Promega Biosciences in California offer bicycles for employees to use, as well as resources to support cyclists, including access to pumps and bike repair kits. Many locations worldwide have similar programs in place.



Promega employees worldwide frequently use alternative transportation to limit their environmental impacts.

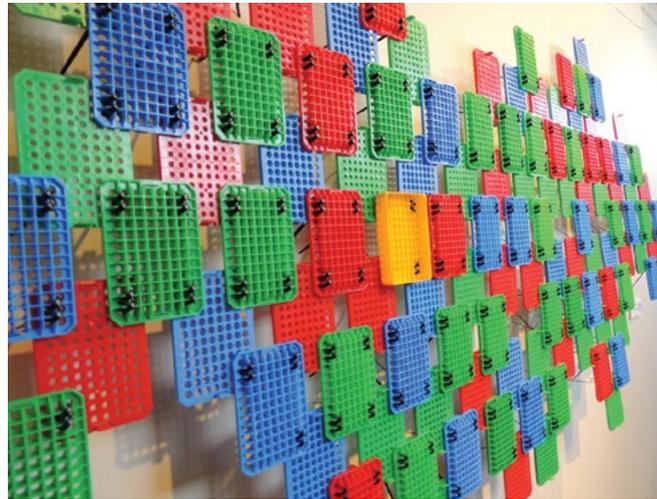


## Preserving Natural Capital

### Minimizing Waste

Due to continued efforts to increase employee awareness, improve recycling programs and evaluate waste streams, we have consistently been able to reduce waste. Employees are reminded of the mantra “Reduce, Reuse, Recycle” and have championed this effort through recycling at all locations, as well as composting at several sites.

One success at minimizing waste is from our pipette tip box recycling program that diverts over 5,000 pounds from the landfills each year. Since the start of this program, we have recycled over 110,000 pipette tip boxes. We also segregate and recycle trays from our automated Maxwell® Instrument with over 980 pounds, roughly 34,000 trays, in 2015.



Recycled pipette tip boxes were donated and used by a local artist for an art installation.

### Global Non-Hazardous Waste per Footprint

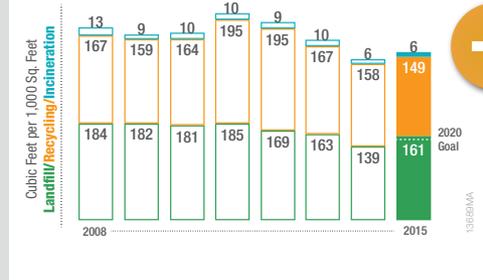


Figure 8. Composition of non-hazardous solid waste per building footprint.

### Global Hazardous Waste per Footprint

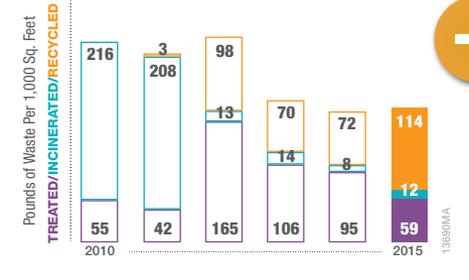
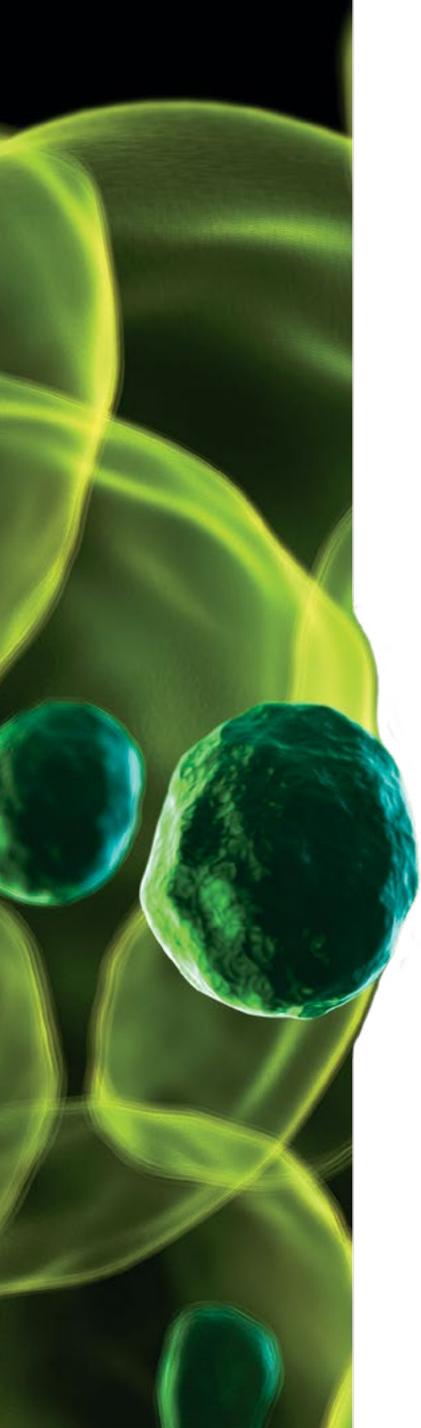


Figure 9. Composition of hazardous solid waste per building footprint.



*“ Our IT team is proud to play a small part in the overall success of our sustainability initiative by recycling all end-of-life computer equipment. The discarded equipment stays out of the landfills in an eco-friendly and financially responsible manner. ”*

—Brian Schiro, Director Information Technology, Promega Corporation

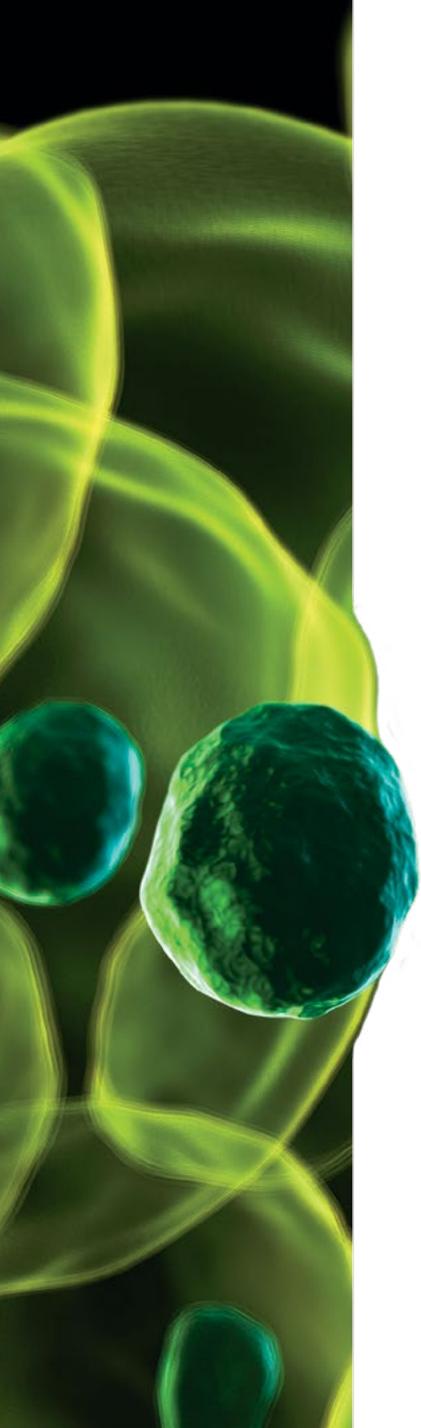
Promega encourages reuse by providing permanent ware in cafeterias and kitchenettes, and reusable cups for all employees. Compostable and recyclable takeout containers have replaced polystyrene materials. Other global efforts to reduce waste included:

- An e-recycling drive collected and recycled over 10,000 pounds of materials from employees at Annual Promega Madison Earth Day Celebration.
- A composting program piloted by Promega BioSystems in their Sunnyvale, California community has contributed to an 80% waste reduction.

**Managing Hazardous and Infectious Wastes.** In the biotech industry, manufacturing processes can include work with potentially hazardous substances. We understand the responsibility that comes with the use of these products, as well as the obligation to reduce waste and ensure proper disposal. To further reduce emissions associated with hazardous waste, we have partnered with waste handlers where over 90% of waste is treated for reuse, reused as fuel or recycled to minimize environmental impacts. In Europe, we arrange for recycling of all our instrumentation and electronics at the end of life in compliance with the Waste Electrical and Electronic Equipment (WEEE) directive.



Materials collected during the annual Earth Day Celebration at Promega Corporation in Madison, WI.



## Water Conservation

Promega actively measures water usage and evaluates initiatives to conserve in manufacturing, landscaping, and daily office tasks. In the last year, water usage reduced by 15% as indexed to revenue, conserving over 4 million gallons of water. All regions globally saw reduction with notable improvements in Madison, Shanghai, and Seoul locations.

Many of our global locations incorporate design features to conserve and ensure proper disposal of water. Offices in Sydney, Australia, use rain water collected for cleaning, toilets, and irrigation of plants. Similarly, Promega Madison uses rainwater collection and rain gardens for natural filtration.

Promega Biosciences in San Luis Obispo, California, has a long history of water conservation projects, from automatic and low flow faucets to a custom water recirculating system for distilled water. Since 2009, water usage has decreased by 53% at this facility.



Rain gardens in the Prairie Swale at Promega Corporation in Madison, WI.

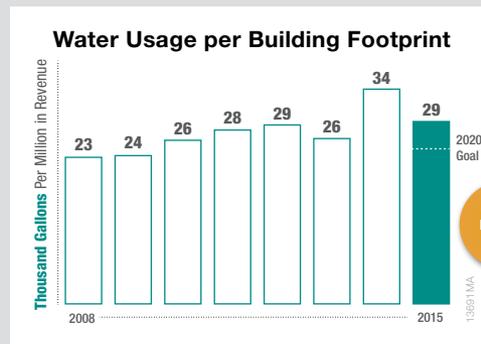
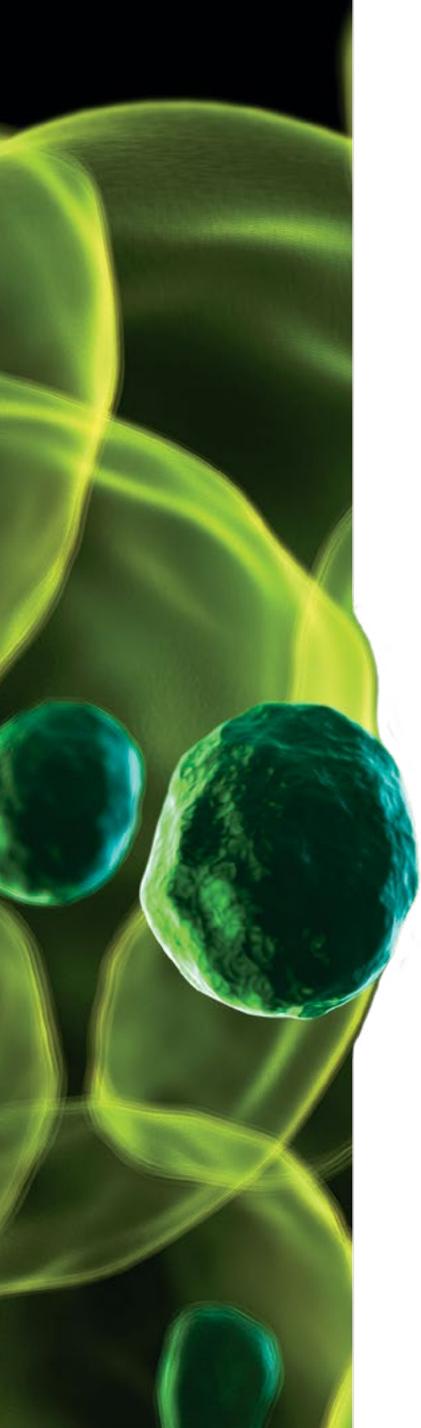


Figure 10. Water usage indexed to building footprint.





## Connecting with Customers without Paper

By using modern technologies and emerging media channels, we have enhanced communication with our customers and reduced the need for printed materials. Using iPhone®/iPad® and Android™ mobile applications, blogs, electronic catalogs or online support, for communications allows reduction of unnecessary paper needs and as well as real-time connections with customers.

*In the last year we saw paper usage decrease by 50% as more printed pieces have been moved to electronic formats.*

Significant efforts and investment have allowed Promega to transition away from paper catalogs, instruction manuals, print marketing and a majority of other corporate communications to electronic formats. In the last year we saw paper usage decrease by 50% as more printed pieces have been moved to electronic formats. Additional efforts to reduce paper and its effects include:

### **Recyclable Tradeshow Materials.**

To celebrate the European Sustainable Development Week, Promega France used a tradeshow booth comprised only of recyclable cardboard in 2015 and distributed seed pens to vendors. Out of the 200 companies represented, Promega was the only vendor to offer this.



Promega France used a tradeshow booth made of only recycled cardboard

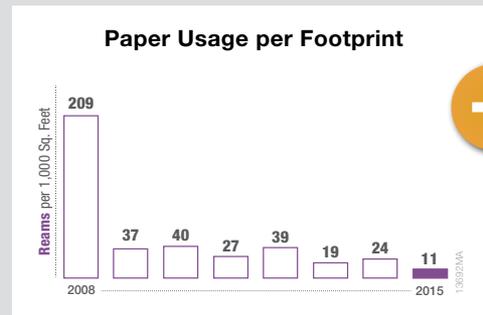
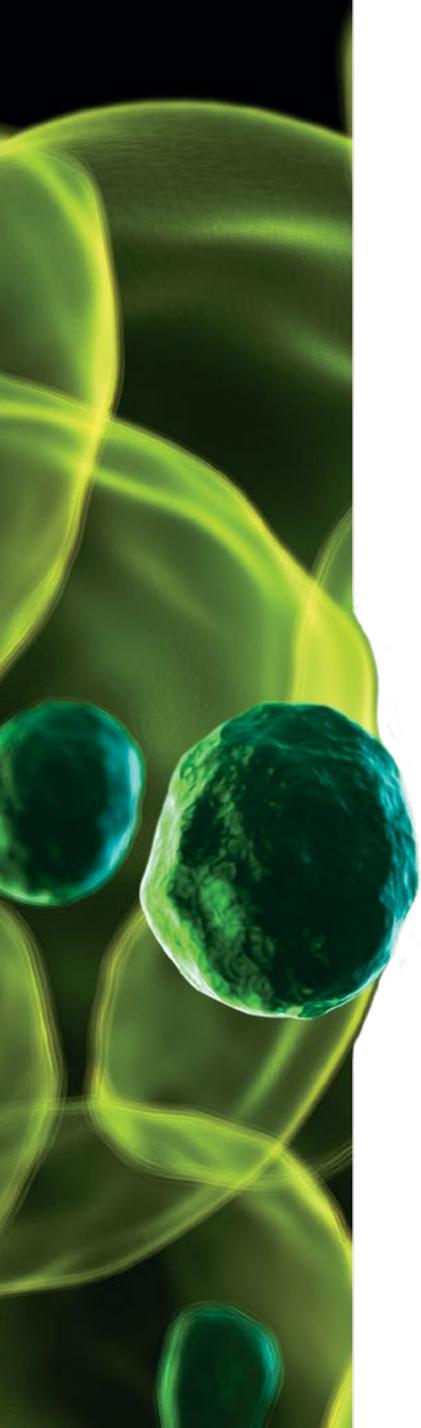


Figure 11. Global paper usage indexed to building footprint.



**Recycled Paper and Duplex Printing.** Many global locations have transitioned to using recycled paper and duplex printing. Promega Italia uses recycled paper and participates in a campaign sponsored by Group Portucel that plants trees.



**Electronic Documents:**

- Field Application Specialists in North America, along with branches in Europe and Pacific Asia integrated the use of iPads to better serve customers while eliminating the use of printed resources.
- Promega sends electronic copies of various documents to customers that do not want a printed copy, which resulted in a savings of over 5,000 pieces of paper a month.
- European branches offer electronic invoices to customers as another way to reduce unnecessary printing and paper usage.

**Less is More with Packaging**

Since many of our products are temperature sensitive, we face unique challenges in packaging that involves use of dry ice, gel ice and foam coolers. Even with these challenges, we are committed to searching for innovative ways to reduce packaging, use environmentally friendly materials, and design for recycling or reuse. Environmental sustainability, product protection and quality are all key priorities for our packaging.

To conserve dry ice used in packaging, Promega has switched to smaller shipping boxes, incorporated new materials that provide better insulation, and implemented packaging designs that minimize air space. Other efforts to provide sustainable packaging include use of unbleached shipping boxes, sustainably harvested materials and biodegradable/ recyclable air pouches. These materials offer the same level of product protection with the least environmental impact. We regularly evaluate procedures and investigate potential improvements to reduce environmental impacts of packaging and product handling.



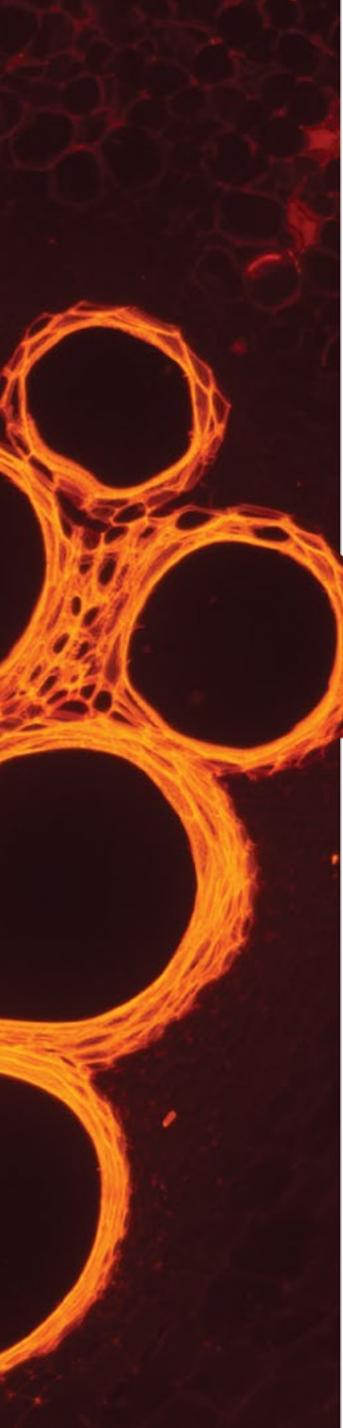
New Promega shipping boxes promote local recycling to reduce environmental impacts.



# People Care

2016 Corporate Responsibility Report

Fluorescently stained pumpkin stem viewed through a microscope.



# People Care

*“ Deeply imbedded in the Promega culture is a simple guiding principle to do the right thing to achieve long term results versus short term gains. People at Promega are passionate about their work and focused on building deep meaningful relationships. ”*

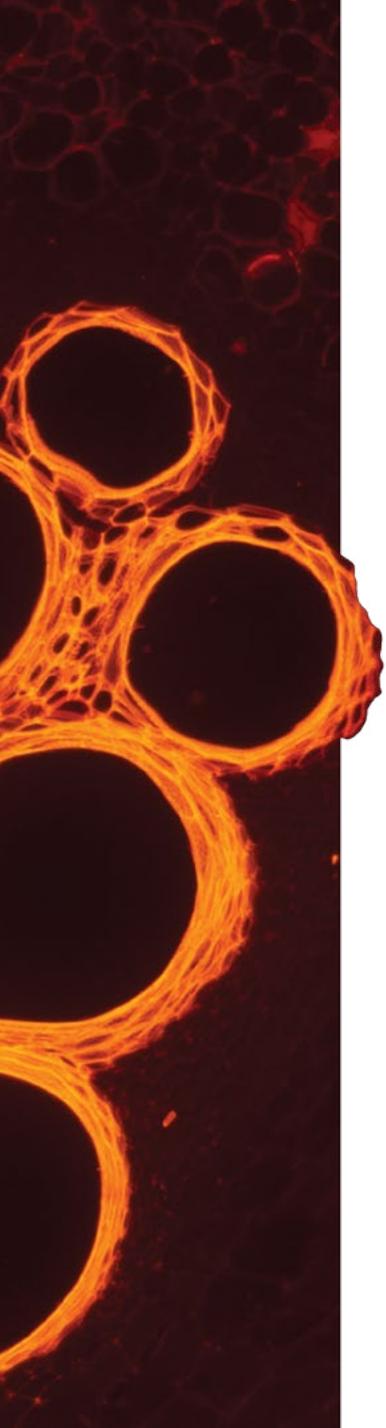
—Darbie Miller, Senior Human Resources Business Partner, Promega Corporation

At Promega, we believe that work should be more than simply a job; it should be a path for employees to grow and find personal fulfillment. When individual strengths, interests and company vision are aligned, a synergetic relationship can be nurtured between employees and employer. Each work with and support one another.

We take pride in how our work helps to improve the lives of others, which would not be possible without the dedication and commitment of our employees. We value the contributions employees make and invest heavily in supporting their well-being and growth.



We value the contributions employees make and invest heavily in their well-being.



Our 19 worldwide locations embrace the relationship between employee and company by providing support in ways that meet individual needs in each region. Employees are given flexibility in how they work and can thrive in an environment where individual differences are respected. We support the passion and creativity employees bring to their work, personal interests and their community involvement. Promega aims to be a healthy place to grow our people, our business and our shared cultural spaces.



The Catalyst Lab is a meeting space for creative and strategic thinking.

### The Promega Culture

A corporation's values will guide its culture, so those principles must be clearly articulated and actualized to provide context for exceptional decision-making. The psychology of the organization — the “cultural DNA” — provides a critical foundation through which company principles and operations are shaped. For Promega, these principles include:

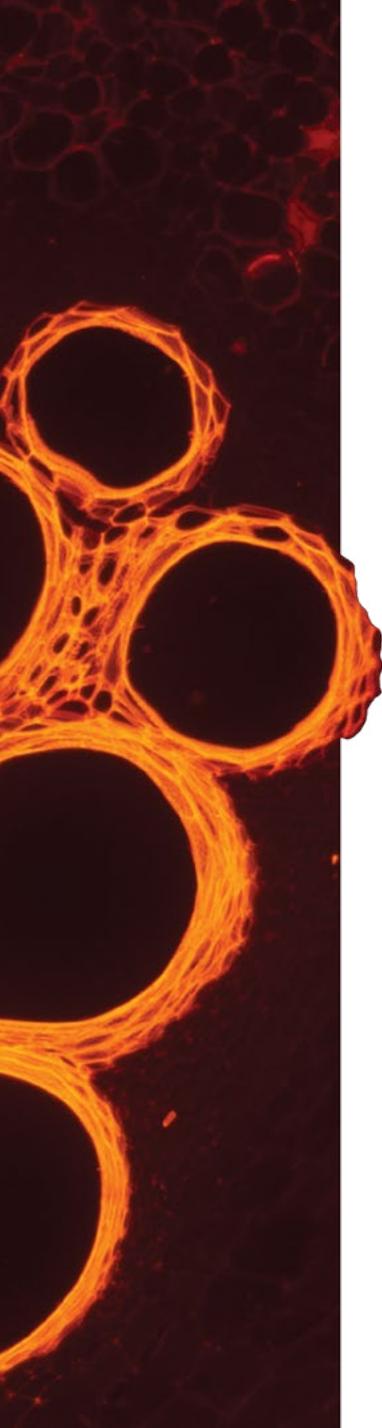
1. The organization supports the personal aspirations of employees and others who work with us in meeting our goals.
2. Underlying structures reinforce the primary goal of personal development, including:
  - a. Organizational reporting and decision-making.
  - b. Physical work environments, including design, lighting, communication systems and access to information.
  - c. Priority for the things people need to do their best work.
  - d. A financial structure that supports the primary organizational goals and values for personal development. Economic metrics give us guidance on sustainable business practice, but are not the only drivers for business decisions.
  - e. Selection and support of employees entering the organization that reflect our values.
3. The nature of the work is based on the premise that life science research and related discoveries have been and will continue to be important to society and human development. Our contribution to this field is to design and supply products, systems and services that simplify this research and give more reliable and accurate results.

Employee feedback has indicated that their greatest satisfaction comes from the people they work with and the nature of the work they are doing. The organizational core principles support the central role of purpose in employees' satisfaction.



The Living Wall on the Promega Madison, WI campus holds over 40 plant species.

**Work Environment.** To inspire and support our employees, we create unique workspaces with features such as original and rotating art exhibits—including art created by employees themselves; third spaces to evolve thinking, ample natural lighting, space to exercise and meditate; and local healthy dining options. Employees also work in a nonhierarchical space to foster collaboration and teamwork. We strive to bring the outdoors into our buildings to encourage an appreciation of natural beauty. This was accomplished in the Feynman Center in Madison, Wisconsin, by incorporating native plants and materials from the surrounding prairie, and a winter garden with thousands of plants inhabiting a living wall, adding life and warmth to the building. Locations globally use natural lighting, local resources and art to provide unique and comfortable work environments at all of our branches. We continue to invest in providing an environment with an attention to detail that is inspiring, flexible and aligned with the needs of employees.



## Employee Health and Wellbeing

**Employee Safety.** Promega Environmental Health and Safety programs are committed to establishing, maintaining, and improving work environments for the safety and well-being of our employees as well as the communities in which we operate. Accident rates are below the industry average, and we have been recognized for our commitment to safety.

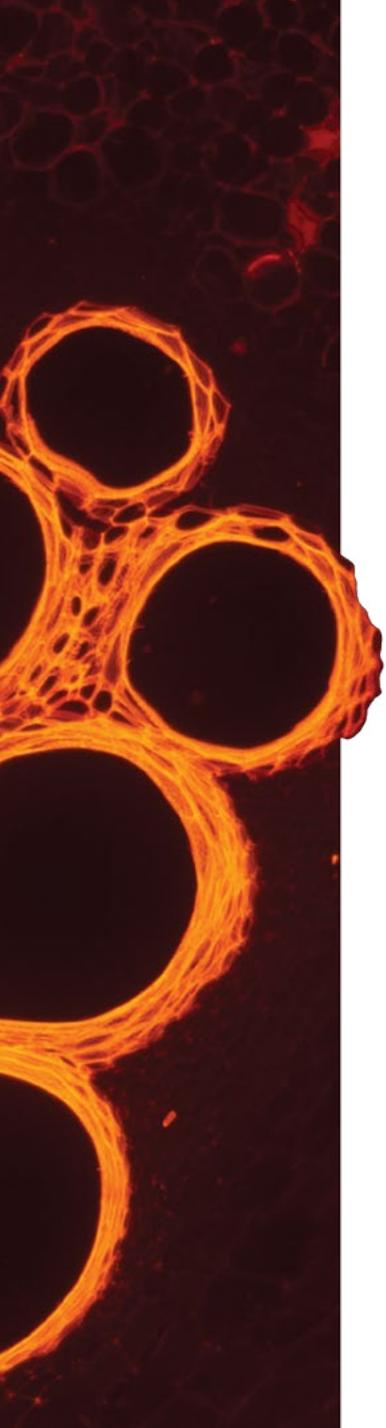
**Benefits.** We offer comprehensive benefit programs based on country standards. Benefit programs generally include medical, dental and vision coverage available to full-time employees and their families. Employees are also offered short- and long-term disability insurance, life insurance, tuition assistance and paid time off. These benefits are a significant investment to ensure the well-being of our employees and their families.

**Wellness Center.** Promega Madison is host to an on-site Wellness Center staffed by a nurse practitioner and integrative physician that offers convenient care services and wellness consultations to Promega employees, spouses and partners. In 2015, the Wellness Center received over 2,300 patient visits and administered 461 flu vaccines in Madison, Wisconsin and at our offices in Sunnyvale and San Luis Obispo, California. Over 700 employees completed Health Risk Assessments offered in 2015 to better understand their body and current health status. Additionally, a physical therapist began services at the Wellness Center and has seen over 747 visits since the service became available in 2015. Branch locations use benefit programs and local medical facilities to provide health care that is convenient and affordable.

**Fitness Facilities.** All North American locations offer on-site facilities and programs to support employee wellness. Most locations offer health club reimbursements and financial support for participation in sports if the facility does not offer an on-site fitness room.

The Madison campus offers basketball and volleyball, fully-equipped fitness rooms, walking, jogging and biking trails and cross-country skiing trails in the winter. A Promega Health Promotion Specialist serves as a resource to provide exercise plans and help employees develop fitness goals. To promote health in body, mind and spirit, the Zen Zone is available on the Madison campus with a steeping pool, steam room, and sauna. Promega Madison, and our offices in Sunnyvale and San Luis Obispo, California are tobacco-free campuses.





## Promoting Healthy and Active Lifestyles

Promega strives to create a culture of wellness by supporting events and offering programs for a healthy and engaged workforce. Mental and physical wellness are equally important, with facilities provided for yoga, exercise, meditation and other activities to meet individual needs at many locations.

**“Together; Sustainable; Successful” Challenge.** Promega Euro Hub in Mannheim, Germany challenged their team and the European branches to live the mantra “Together; Sustainable; Successful” by biking, walking or running to work in September 2015. Employees from Germany, Italy, France, Benelux and Sweden traveled over 4,000 km and donated €2,000 to local charity.



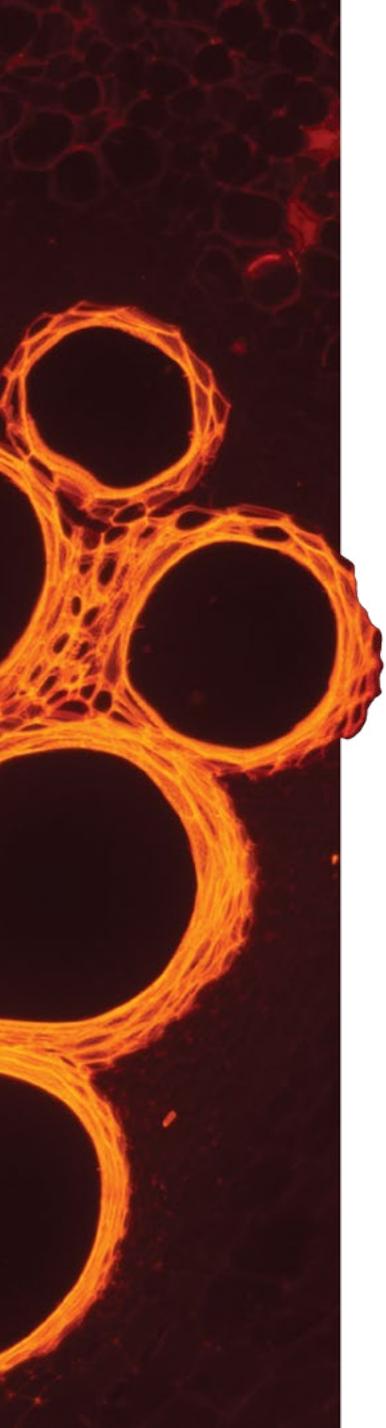
**Korea Electric Love Marathon.** Employees from Promega Korea and Promega Biosystems Korea participated in the 12th Annual Electric Love 10K. The event commemorates the date Korea used electricity for the first time and promotes energy conservation as a means to protect our planet. This is one of the largest sustainable events in Korea, with over 12,000 participants.



Fitness classes from Yoga to Barre are held regularly at Promega Corporation in Madison, WI.



Promega Korea employees participated in the 12 Annual Electric Love 10K.



**Annual Promega Fun 5K Walk/Run.** Each fall, Promega Madison sponsors a fun walk/run for employees and their families. In addition to promoting healthy and active lifestyles, food and monetary donations are provided to The Second Harvest Food Pantry.



Promega Corporation hosts an annual Fun 5K Walk/Run.

**Pink Parade in Milan.** Promega Italia participated in “Pink Parade” – a non-competitive 5K hosted in Milan in October 2015. This event raises funds for Pink is Good, a project by Fondazione Umberto Veronesi to support breast cancer research.



**Supporting Employee Teams.** Promega supports employee sports teams and running/walking teams globally. At our Madison campus, 27 individuals participated in events that supported charitable causes in 2015.

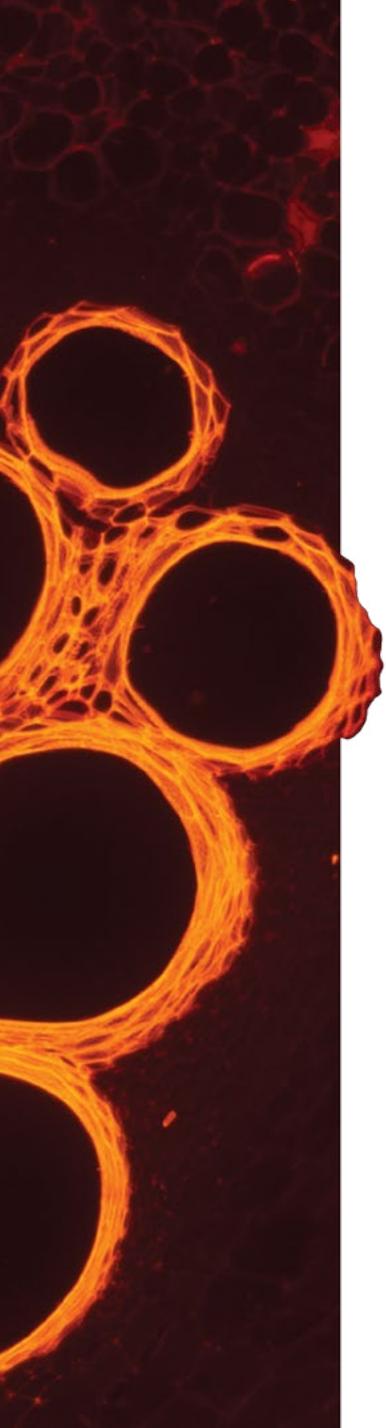
**‘Race of the Companies’.** Promega Biotech Ibérica participated in several races including Race of Companies: Carrera de las Empresas, Race for Science: XXXV Carrera de la Ciencia, and Race for Women: Carrera de la mujer, which support philanthropic causes and raise funds to fight cancer.



Promega Biotech Ibérica employees participated in several races.



**Bike to Work.** Promega supports employee Bike-to-Work groups worldwide, from Wisconsin to the United Kingdom. Bike racks and repair kits are available at every building in Madison and at several branch locations. Additionally, Promega offers bicycle commuter benefits, which includes \$20 per month tax free for cycling related expenses in the United States.



**Team Building Activities.** Many locations hold social events outdoors to encourage an appreciation of the natural world and active lifestyles. Teams in France, Switzerland and Korea enjoy skiing to connect with nature and stay active.



Promega France employees participate in skiing days.



**Wellness Education.** The Promega Wellness Team regularly offers programs throughout the year to encourage active and healthy lifestyles. We strive to support our employees in their pursuit for achieving work-life balance by offering campaigns which aim to educate employees and encourage nutritious eating, increased physical activity and mindfulness. Classes and communications have included a diverse set of topics such as Chimera Self-Defense, meditation and stress relief, advanced directives, smoking cessation, financial planning, Ayurvedic medicine and trigger point therapy. The annual Promega Wellness & Safety Fair in Madison brought together 19 wellness vendors and over 230 employees to further support their wellness journey.

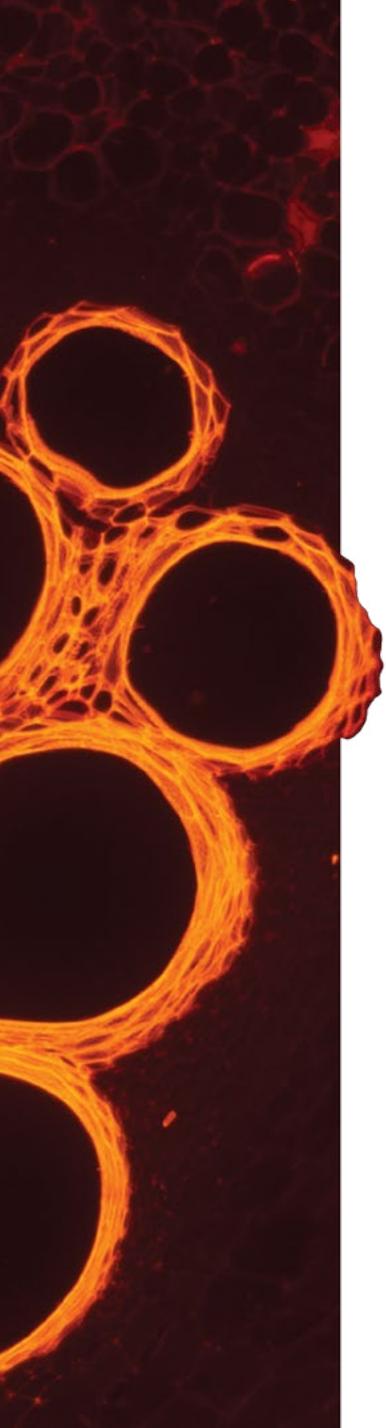
## My Wellness Journey

My wellness journey started unexpectedly and took me by surprise. In early 2015, I found myself struggling to get out of bed, always tired and burnt out. I was going through the motions and had no interest in the activities I typically enjoyed. My manager noticed that I was not being 'myself' and took the time to speak with me about how I was feeling. He showed support by encouraging me to seek assistance.

My first step was an appointment at the Wellness Center. During the appointment, we discussed my concerns and I was offered access to Thrive. The Thrive website describes itself as a resource "for people who want to take charge of their emotional well-being to lead happier, more satisfying lives." It specializes in teaching techniques from cognitive behavior therapy which is a clinically proven method to assist those suffering from depression and stress. It helps users think constructively, communicate confidently, and encourages participation in activities that make you feel good.

Thrive allowed me to proceed at my own pace without feeling any pressure and provided a method to measure my progress. There were ups and downs, but over several months I completed all of the lessons and practiced the skills I was taught. This program gave me the tools to become more assertive and break my cycle of negative thoughts. Although my journey continues, I am back to being myself and much happier than I was a year ago thanks to the support of the wellness center staff and the Thrive program.

*-Promega Employee*



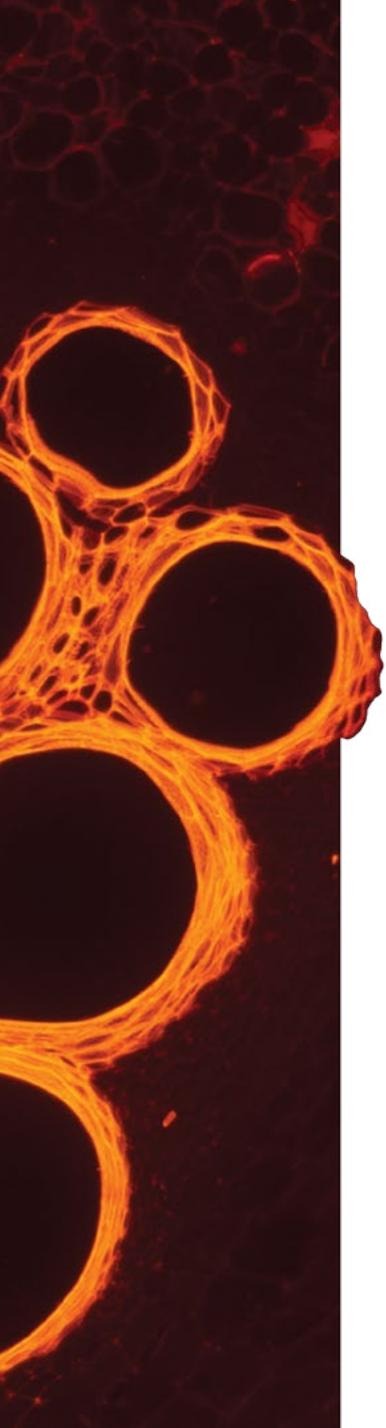
## Eating Well and Living Well

**Local Produce and On-Site Garden.** By serving fresh and local produce from our on-site community garden in Madison, Wisconsin, we promote a culture of wellness. With over 3,000 pounds of vegetables harvested annually from our garden and produce from a network of over three dozen local farms, we were able to serve healthy, organic menus across our campus year-round. Promega offers plots in the community garden for employees to use as their own, and provides starter plants to help promote the sharing of gardening skills.

**Produce Swap.** Promega Biosciences in California, USA, has a “Produce Swap” program for employees to share excess produce from their home garden with other employees. All funds from this program are donated to the local food bank, as well as the produce grown from fruit trees on the Promega Biosciences property.



Promega Culinary Team annually grows over 3,000 pounds of vegetables in the Promega Madison, WI on-site garden.



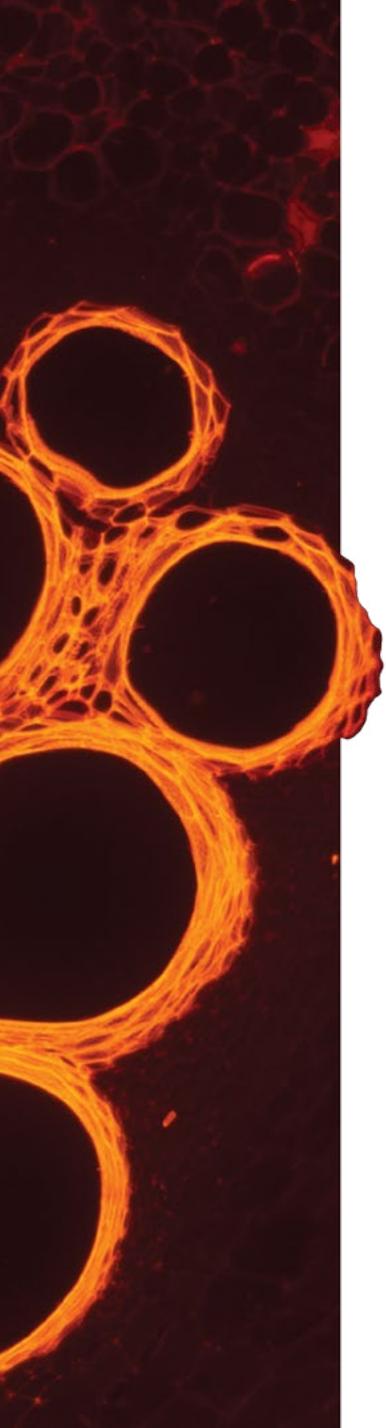
**Feed the Planet, Energy for Life.** The team at Promega AG, in Switzerland, did a team building trip to the EXPO 2015 in Milano, Italy. With the theme “Feed the Planet, Energy for Life”, this event aimed to address important issues such as sustainable development and food security. The Swiss pavilion showcased the commitment to sustainability development and brought attention to the issues of limited food and water resources.



Promega AG visited Feed the Planet, Energy for Life Expo in Milano, Italy for a team building trip.

**Lunch and Learns.** Promega Madison offers a series of classes called “Lunch and Learn” which this year covered nutritional topics including: Probiotics & Prebiotics, Nutrition for Athletes and Functional foods. We also showcased Promega’s own on-site apiary and the value of bees to our environment.

**Take-Home Family Meals.** In Madison, employees may now enjoy a weekly “take-home family meal” prepared by our chefs using locally sourced foods. These dinners have allowed busy employees to eat a nutritious, “home-cooked” meal with their families without having to get out a pot. Many employees report that it has brought their families together in a new way.



## Relaxed Body and Mind

**ProMindful and Emotional Intelligence.** ProMindful, now in its second year at Promega, is a program that offers Promega employees an introduction to the related practices of mindfulness and emotional intelligence. Both of these practices have been shown to support health, wellbeing, and even increased effectiveness work. Participants come together for a 30-minute teaching once a week and have the option to join a 15-minute community meditation every day. Some of these meditations are guided while others are silent. Each style of practice cultivates “internal awareness” and “other awareness” in unique ways. We have received much positive feedback on this program, with employees sharing stories of improved patience and communication skills, creative problem-solving, compassion for self and others, and even physical changes like reduced headaches. Most of all, it brings us together to share our practice and ourselves in new ways.

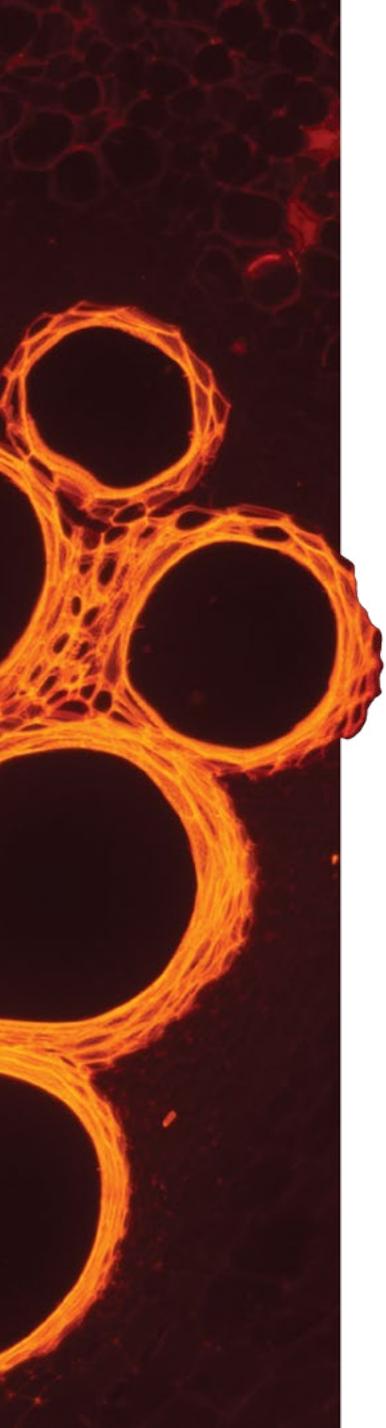


Meditation is offered daily at Promega Corporation in Madison, WI.

## Using Mindfulness in Meetings

Earlier this year, I listened to some of the recorded ProMindful sessions and wondered if there was a way to use mindfulness to help manage my reactions in meetings. There were occasions where I felt frustrated that meetings weren't run in the manner I would have found best suited to the needs and strengths of my team. The result was that much of the time, I sat in meetings feeling frustrated, wanting things to be different and wrestling with how to approach the issue. I spoke to Wellness Center staff, and together we explored two possibilities which included keeping a running list of items to address after meetings and compassion meditation. The problem-solving list seemed proactive and constructive but the mediation was challenging as it instructed me to focus on the difficulty (the fact that meeting wasn't being held in a way I liked), breathe in the frustration, and exhale a sincere wish for the meeting facilitator's wellbeing. Surprisingly, I found that I couldn't stay frustrated while focusing on doing something with every breath and felt a deep sense of peace and satisfaction. My learned ability to be present and at peace helped release my resentment, made me feel a better connection with my peers, and had a positive influence on my meetings. This meditation technique gave me a new sense of appreciation for the power of a quiet wish of wellbeing as a replacement for inner frustration.

-Promega Employee



**Encouraging Relaxation.** The Promega branch in Mannheim, Germany offers free massages and yoga sessions to employees each month. Promega Sweden and Promega Benelux also have massage chairs on-site for employees. Promega Australia has added a library of wellness books, and offices in Brazil and San Luis Obispo, CA added relaxation or meditation rooms for employees use.

**Work-Life Balance.** We recognize the significant role of family and encourage the strengthening of these connections. From on-site child care in Madison, to social gatherings tailored toward children, Promega appreciates the fulfillment families provide and the importance in supporting future generations. This past year, Promega AG in Switzerland had employee's children in the office for "Nationaler Zukunftstag", a national day for future generations to see what their parents are doing at work and to get to know what kind of jobs and opportunities are available for them.



Promega families participate in the annual employee art showcase.

## Investing in Employee Education, Training and Advancement

Career training and development programs are designed to keep employees abreast of the latest technologies, scientific trends, and customer needs. We are committed to the personal and professional growth of all employees throughout the many phases of their career and work to foster the skills, competencies, and talent in our workforce. Professional development courses such as the Coaching for Leaders and The Emerging Leader and Management Essentials programs support supervisor and senior leaders. Customized training for departments is available, as well as organizational development services that include talent management resources and consulting. Furthermore, individually-targeted leadership development is available on site at work, or with external academic or training partners. In 2015, \$1.2 million dollars were invested in external training and advancement, although this number cannot truly capture the entire value in training, as informal and internal training investments are difficult to track.

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*We are committed to the personal and professional growth of all employees throughout the many phases of their career and work to foster the skills, competencies and talent in our workforce.*

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**Quality Systems Training.** Many trainings are focused on maintaining high standards in Quality-System-Regulated (QSR) areas. This has provided automated and just-in-time visibility into the training status by individual employee, as well as by training requirements.

**Scientific Training.** The Scientific Training team designs, develops and implements product and sales trainings for employees around the globe, which are delivered in live and virtual classrooms. In 2015, there were over 2,400 attendees of 36 webcast courses, and 9 live classroom courses. Live courses were offered at facilities in Madison, WI and Lyon, France at the Promega Europe Training and Applications Laboratory (PETAL), as well as at our new training facility in Singapore. PETAL and Singapore facilities address the training needs of employees globally and limit the amount of travel needed. These facilities also incorporate video conferencing equipment to allow scientists and trainers to participate from off-site locations.



The Scientific Training team designs and implements product and sales trainings for employees around the globe.

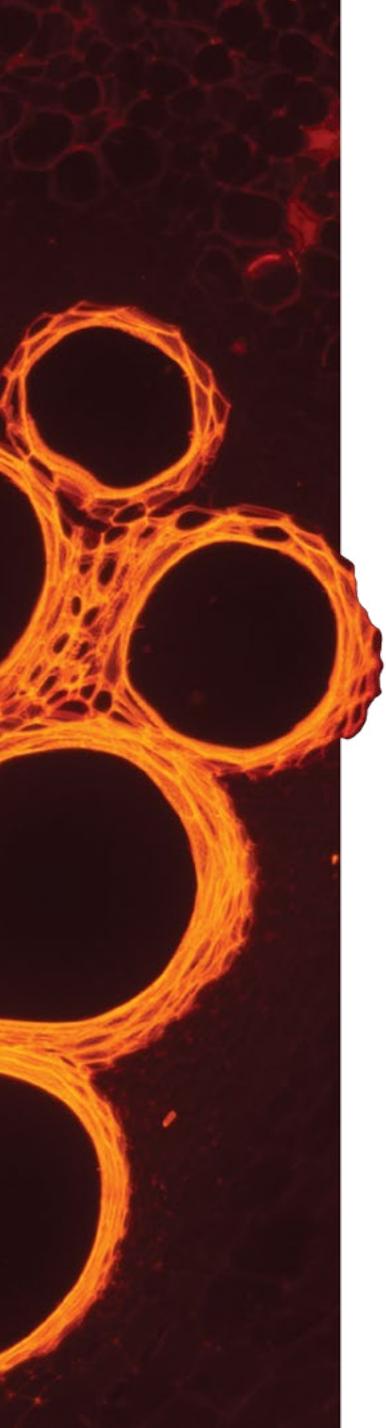
**Language Training.** English lessons are provided at Promega KK in Japan and at Promega offices in Korea to help employees improve communication with international customers, colleagues, and host guests from different countries. With dedicated training departments and comprehensive training facilities in the United States, Europe and Asia, we make every effort to provide all employees with the resources they need to advance their career.

## Human Rights and Diversity

**Respecting Human Rights.** As a member to the UN Global Compact, Promega follows all regulations regarding employment and has zero tolerance for violations of human rights. We are committed to upholding and advancing **The Universal Declaration of Human Rights** in how our business develops productive relationships around the world to continue working cooperatively among different customs and cultures. Issues that we take very seriously include:

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

Promega complies with all local workplace regulations and ensures that our employees and community members are treated with respect and dignity. We hold the same expectations for our suppliers and look to align with organizations that uphold international human rights and labor standards.



Promega General Managers gather at annual fall meeting.

**Valuing Diversity.** As a global company, we believe in and practice equal opportunity and affirmative action. We acknowledge and honor the fundamental value and dignity of all individuals. We pledge ourselves to creating and maintaining an environment that respects diverse traditions, heritages and experiences. With offices in 16 culturally diverse locations, the organization benefits from the unique cultures and experiences of all employees. Women represent approximately 46% of employees worldwide and occupy 42% of management positions in the United States. Promega Biotech Ibérica was again recognized for the commitment to human rights and equal opportunity employment being awarded “Alcobendas Concilia”.



Promega Biotech Ibérica in Spain was again recognized by the city of Alcobendas with the Municipal Award for Reconciliation and Equal Opportunities in 2015.



# Community Touch

2016 Corporate Responsibility Report

Artist's abstract rendering of molecules.

# Community Touch

*“The focus and investment that Promega places on educating, inspiring and enthusing young people about life sciences and science more generally will make positive impact long into the future.”*

—Derek McCall, Managing Director, Promega UK Ltd



As a life sciences company, we are fortunate. It is our job to investigate, and help others investigate, the workings of life. While we may see life at the molecular level, life lessons seem to hold true at any size. Cells exhibit both individual and group dynamics. They also display continuity and flexibility. What is perhaps most remarkable about cells is their interconnectedness. That is, their ability to work



The Fitchburg Center's Farmers' Market brings together Promega employees and community members.

harmoniously across an organism. We work in that same spirit of harmony within our community organism.

Promega's growth is in part possible due to the positive interactions with our surrounding communities. The support we receive is invaluable to our success, and we make it our business to cultivate, give back and foster inspiration that comes with a strong community bond. We appreciate this community bond takes many forms of exchange. In addition to the reciprocal support between Promega and our communities, there are also ripple effects of our business. In the past year a close look at the local impact of the Promega Madison campus revealed the depth of our ripple effect in the local community and economy. Direct, indirect and induced impact within the state of Wisconsin totals nearly \$550 million in multiplied economic output. With each location, Promega appreciates its responsibility in the social and economic impact on the community.



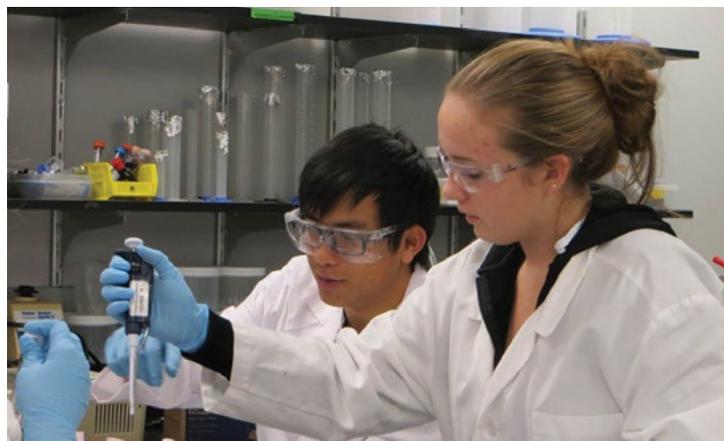
Promega integrates a level of internal autonomy that allows for meaningful support at a local level around the world. And, as we continue to embrace change to facilitate community growth, we are committed to supporting new groups and initiatives. We appreciate that our growth is interconnected to the successful growth of our surrounding communities. By focusing on engagement and support in education, community wellness and creativity, we can make strides to enrich the lives of those around us, and our own.

### Supporting Education and Knowledge

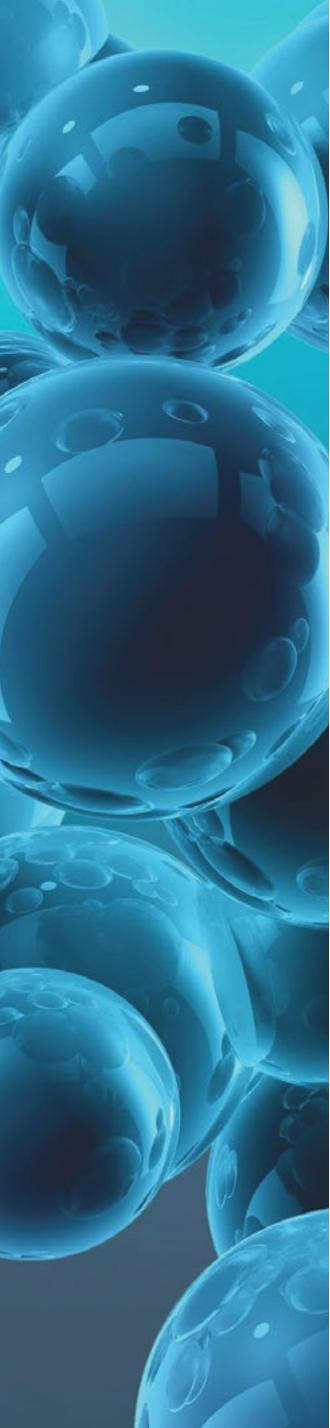
Promega embraces the perspective that shared knowledge across global networks help scientists fulfill their potential. Education brings growth, discovery and rich context for the future. Over 25 years ago, Promega helped to establish—and continues to provide significant support to—two cornerstone organizations for community and future scientists: The BioPharmaceutical Technology Center Institute and Woods Hollow Children’s Center. Significant time has been volunteered to teach classes with an emphasis on molecular biology within our communities. Locations globally support various initiatives focused on expanding knowledge. These organizations and initiatives include:

### *The BioPharmaceutical Technology Center Institute.*

The BioPharmaceutical Technology Center Institute (BTC Institute), Promega Corporation and other sponsors have worked together to coordinate the annual International Forum on Consciousness. The event is geared towards the general public and focuses on sharing information from the worlds of natural and social sciences, as well as leading discussions on related social and ethical issues. The forum attracts roughly 300 participants, and scholarship registrations are awarded annually to 20–30 attendees by revenue generated from registration fees. In addition to the International Forum on Consciousness, the BTC Institute is the only location in Wisconsin to provide an in lab experience for K-12 students and teachers. Working closely with students and teachers the Institute offers a Biotechnology Field Trip Program, which provided over 3,300 middle and high school students from Wisconsin and Illinois with hands-on, molecular biology-based laboratory experiences during the 2014–2015 academic year.



Biotechnology Field Trip Program provides students with hands-on, molecular biology-based laboratory experiences.



***Caring for Future Innovators at Woods Hollow Children's Center.*** Promega is a substantial supporter of the Woods Hollow Children's Center, which was developed to provide early childhood education and care for the Madison, Wisconsin community. Woods Hollow is located on the Promega Madison campus and is available to community and Promega employees. With gold-standard accreditation, Woods Hollow offers a rich experience with diverse curriculum in a setting that allows children to explore and create.



***Scientific Journalism Workshops.*** Promega GmbH in Germany organized workshops for journalists from regional newspapers to discuss new information and current trends in bioscience. Three journalist-scientist tandems were awarded with the Main Focus Biology award, sponsored by Promega. This award and workshop aim to promote transparency in the bioscience field between researchers and publication readers.





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**“ An international company with firm grounding in science and strong social responsibility can push forward and help scientific innovation and progress in both developed and developing countries. ”**

— Tao Cui, General Manager, Promega (Beijing) Biotech Co., Ltd



***Collaborating with the Marine Biological Laboratory.***

To advance educational and research efforts in the areas of molecular biology, cellular biology, biomedicine and ecology; Promega established a Discovery Fund in 2013 to benefit the **Marine Biological Laboratory (MBL)**. The MBL is one of the largest nonprofit biological laboratories in the world and it is an international center for research, education and training. Their offerings include highly competitive summer courses and research programs that attract thousands of scientists and students from a variety of institutions across the globe. The Promega Discovery Fund provides financial support to the MBL Education Department and also explores how Promega tools and technologies can be used to advance MBL courses.

***Internships at Promega's European Training and Application Laboratory (PETAL).***

Promega continues to offer opportunities for European students to carry out an internship program around the development of scientific applications at our premises in Lyon (France). Last year, we had a biotechnology student from the University of Granada (Spain) participate in a summer internship program.





### **Sponsoring Teams in the iGEM Competition.**

Promega GmbH, Promega UK and Promega Benelux supported university students in the International Genetically Engineered Machine (iGEM) Competition. By sponsoring teams with a wide range of products, Promega enabled the groups to work on projects like biosensors that detect knockout drops in water, treatments to alleviate the pain of Parkinson's disease and microplastic degradation through the use of synthetic biology.





**Promega Beijing's Innovation Award.** Promega Beijing works with the Chinese Society of Cell Biology (CSCB) to recognize student advance in the field of cell biology. In 2015, Dr. Baoliang Song of Wuhan University and Dr. Lijian Hui of Shanghai University were recognized with the biannual Promega Innovation Award.



**Supporting Young Scientists.** Promega Biotech Ibérica in Spain continues to support young scientists through their award-winning micro funding program aimed to help spread their scientific results in peer reviewed journals and communications to congresses.



**International Symposium on Human Identification.** Since 1998 Promega has hosted the International Symposium on Human Identification (ISHI), the world's largest symposium focused on DNA analysis for human identification. Now in its 27th year, ISHI is a forum for education and sharing that is open to all practitioners and suppliers of DNA analysis for human identification. Learning opportunities include interactive workshops, presentations, case studies and scientific posters, and many labs and industry agencies count hours attended towards continuing education requirements. More than 950 scientists, DNA analysis, law enforcement professionals, and legal and ethical experts from 40+ countries participate in this inclusive forum for discussing the latest technologies and debating policy issues.



Annual International Symposium on Human Identification (ISHI) attracts more than 950 professionals from over 40 countries.

**Supporting Students in Impoverished Areas.** Each year, Promega Beijing works to help elementary schools in remote areas by assisting in improving their educational environment. In 2015, two computer classrooms were set up in Dong Feng and Tea schools in Shuan Bei County, Yunnan province.



Promega Beijing helps improve educational facilities in remote areas.

**Supporting Instructors.** Promega offers educational resources such as complimentary lectures and lab teaching guides for teachers looking to enhance their curricula. Topics of interest have ranged from DNA purification to emerging infectious diseases. Our Training Support Program offers instructors at the high school, undergraduate and graduate levels who teach courses using DNA, RNA, protein or cell-based techniques the opportunity to receive up to \$2,000 in discounts off Promega products to supplement their classrooms.

For more information, please visit <http://www.promega.com/products/pm/na/training-support-program/>

**Sharing Knowledge through the Promega Webinar Series.** The Promega Webinar Series is a program that provides noncommercial live webinars to scientists around the world, free of charge. Scientific topics range from basic science concepts to highly technical research presentations. This communication channel allows unique interactions between young and senior scientists in the areas of genomics, proteomics, genetic identity and cellular analysis.

## Community Wellness

**Inspiring Young Musicians with WYSO.** Ensuring music education continues to thrive in our communities, Promega sponsored the Wisconsin Youth Symphony Orchestra (WYSO) 50th Anniversary Season in 2015. For the past five decades, WYSO has provided unwavering commitment to the Wisconsin arts community, growing from one single orchestra into a comprehensive program that includes three full orchestras, a string orchestra, a chamber program, a harp ensemble, a percussion ensemble and a brass choir. Promega is a proud supporter of WYSO as the organization continues to provide transformative musical experience to children in south-central Wisconsin and beyond.

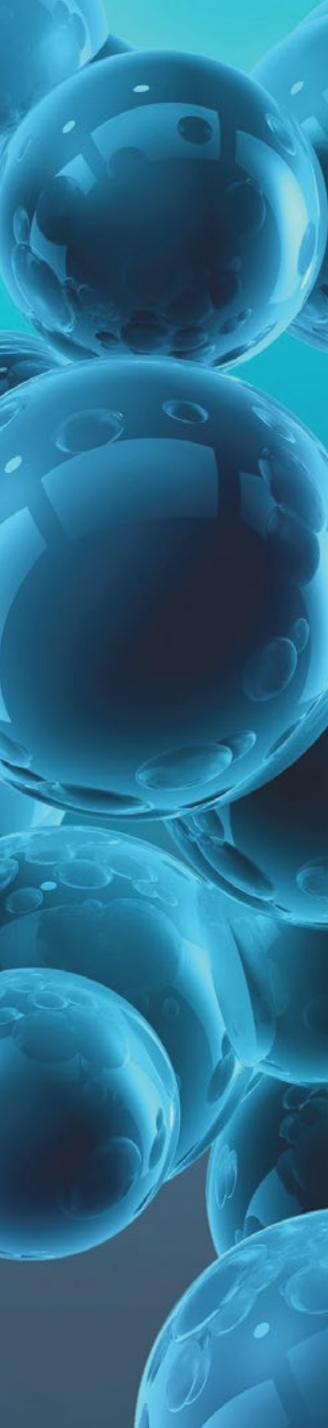


Promega sponsored the Wisconsin Youth Symphony Orchestra (WYSO) 50th Anniversary Season.

**Ops in Action.** Promega employees are deeply involved throughout their communities. Recognizing the importance of these commitments, Promega piloted a program giving employees in Madison an opportunity to spend a week supporting a charity or organization of their choice. This year's participants gave back in various ways which included restoring houses in Gulf Coast and implementing improved work processes for adults with disabilities.



Promega Madison, WI piloted a program giving employees paid time off to support a charity or organization of their choice.



**Building Community through Construction.** Believing that everyone deserves a healthy and affordable place to call home, Promega teamed with Terso, our sister company, in 2015 to host a panel build day for Habitat for Humanity. Panels were constructed in the Agora parking lot on the Promega Madison campus. After the panels were built, employees inscribed welcoming wishes for the family into the wood as a reminder of their ongoing support. The panels were used to build a home for a local family that was completed in early 2016.



Promega teamed with Terso Solutions, Inc. and hosted a panel build day for Habitat for Humanity.

**Providing Meals for the Needy.** Promega France donated funds to the charity “Les restaurants du Coer” which works to distribute hot meals to those in need and to eliminate poverty. With 8.5 million people in France living below the poverty line, “Les restaurants du Coer” provides critical resources and support.



**Providing Aid for Disadvantaged Children and Citizens.** Promega Italia made a contribution over the 2015 holiday season to Save the Children Italia Onlus, an association that provides health programs and education to underprivileged

children, as well as protection from abuse and exploitation. In the coming year Promega Italia has elected to raise funds for the Banco Alimnetare, a food bank that not only provides distribution of food to the disadvantaged but also works to offer physical support and social inclusion to those people.



**Contributing Educational Materials to Local Schools.** In 2015, Promega Biotech Ibérica donated electronics to a local school that otherwise would not have been able to afford them. Promega recognizes that education and resources are crucial for the development of young students and gives back through donations of equipment, funds and time.



**Community Action Team.** The Community Action Team at Promega Biosciences in San Luis Obispo, CA is an employee-led group that works to support local organizations and nonprofits. In 2015, the team hosted 3 fundraisers and raised funds for 15 different organizations including the United Way, Wilshire Hospice, SLO High Aggie Backers, SLO Wind Orchestra, and the American Cancer Society. To encourage involvement in the community paid time is provided each month to employees and monetary donations are matched by the company. In addition to fundraisers, the Community Action Team organizes quarterly road clean ups to help maintain our adopted road.



The Promega Biosciences Community Action Team supported local organizations with fundraising, donations and volunteering.

**Charitable Giving in Australia.** Promega Australia values support received from the community and strives to give back by supporting local and international organizations. In 2015, donations were made to World Vision’s Annual Child Sponsorship, The Smith Family Learning for Life program, Australasian Council of Women and Policing, and the France Alzheimer Association working on challenges facing mental health.



**Creativity**

The ability to think creatively has always been a cornerstone for scientific experimentation. At Promega, we have a long history of leveraging innovation to support creativity within the company and in our surrounding communities.

**Spotlight on Visual Artists.** Quarterly public art exhibits on the Promega corporate campus serve a dual purpose of sharing creativity of featured artists, while introducing the community to diverse perspectives. Throughout the years, exhibits have featured the work of local and international artists. In 2015, Promega presented a mixed-media show featuring exploration into mindfulness and realms of consciousness. Through illustrations, photography, paintings, poetry, and creative performances, six artists interpreted the unique impacts of consciousness and its undefined meanings.



**Showcasing Beauty in Science.** Scientific images are a critical form of data that in many ways provide insight into nature’s mysteries and help us understand the way the world works. While they provide valuable information to research, scientific images can also be inherently beautiful, an aspect that nonscientists often do not have the opportunity to experience. The appreciation of beauty in detail and science is what compelled Promega to sponsor the **“Cool Science Image Contest”** hosted by The Why Files at the University of Wisconsin—Madison. From 112 submissions, 11 were selected as winners. Promega plans to continue sponsorship for the contest in 2016 to encourage appreciation of aesthetic within science.



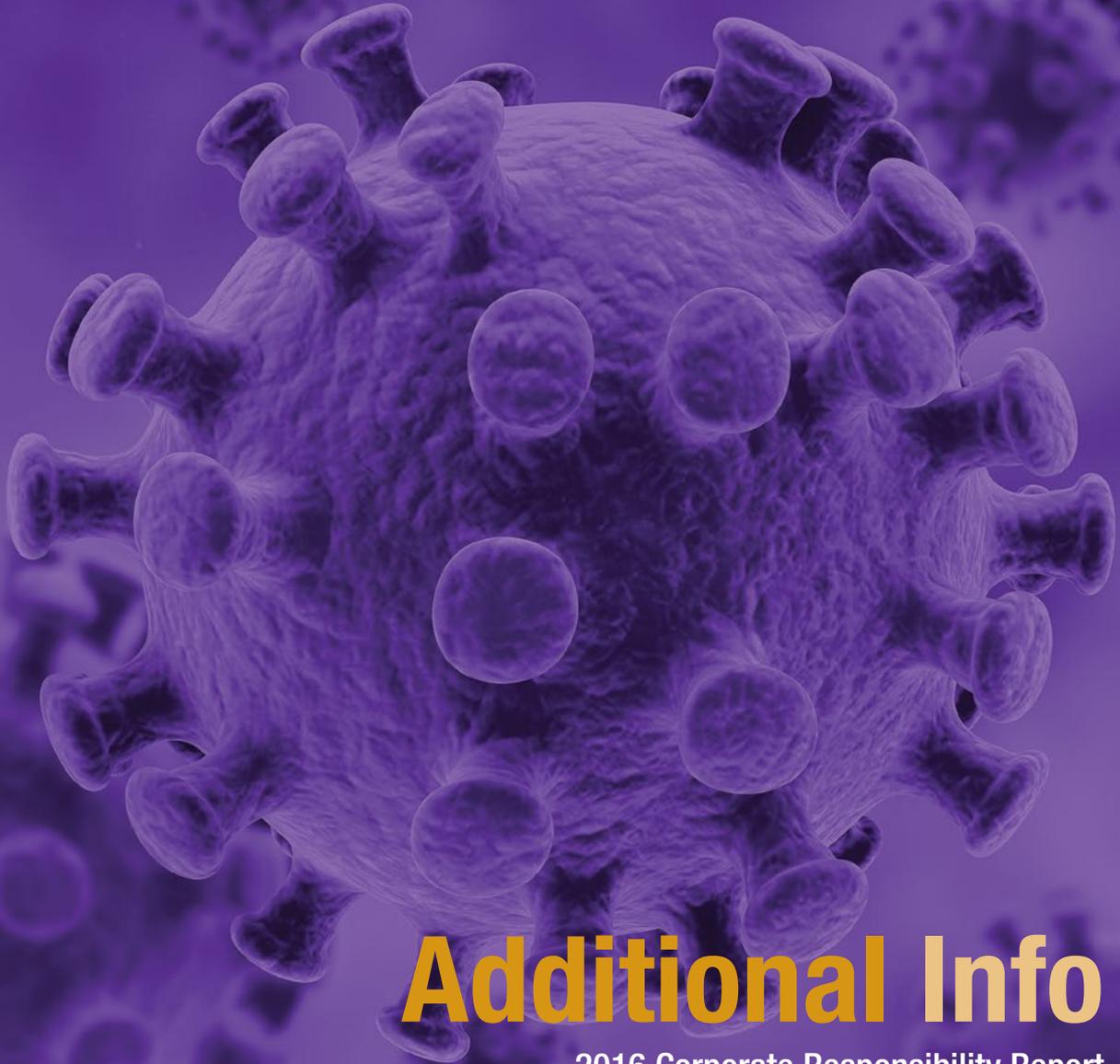
This light microscope image of stink bug eggs was a winner of the University of Wisconsin-Madison Cool Science Image contest.

**Backing Established Creative Venues.** Promega Madison supports numerous cultural venues in the community, such as the American Players Theatre (APT). As a partner with APT, Promega supports their educational program in which the actors travel to schools around the state, bringing the experience to thousands of students.



American Players Theatre (APT), sponsored by Promega, supports educational programs teaching hundreds of Wisconsin students about Shakespeare each year.

*The ability to think creatively has always been a cornerstone for scientific experimentation.*



# Additional Info

2016 Corporate Responsibility Report

Artist's conception of a virion.

# Additional Information

## 2016 Report Parameters

Reporting on Promega Corporate Responsibility progress is completed on a calendar year basis with information in this report sharing results and actions from January 1, 2015 to December 31, 2015. This is the eighth Promega report in this area following the initial report released in July of 2009. This process of reporting will continue annually in the future. Corporate Responsibility reporting attempts to focus on the environmental and social impacts of Promega operations worldwide using the framework established by the [Global Reporting Initiative's Guidelines](#) and the principles of the [United Nations Global Compact](#).

Information for this report has been gathered from all 22 Promega branch and subsidiary locations worldwide. Engagement with key internal stakeholders has been focused on areas identified as key impacts and opportunities. Our current process captures information on a wide range of indicators but we recognize that there is still room for growth in the information we capture. In rare instances, additional or adjusted information for prior periods was captured resulting in slight variations from previously reported indicators.

Carbon footprint calculations have been made using emission factors provided by the [World Resources Institute Greenhouse Gas Protocol](#) on energy and business travel. Reported emissions from distribution were calculated with the conversion factors provided by [DEFRA's 2015 Greenhouse Gas Conversion Factors](#) and have incorporated the new methodology for emissions for air freight that include radiative forcing. Lastly, the [Environmental Defense Fund's Paper Calculator](#) has been used for calculating the life cycle impacts of our paper usage. Current and previous years' carbon footprints have been calculated using the most updated information and emission factors from the resources above.

Illustration of cancer cell in mitosis.

Some sections of the GRI that were not covered in the report will be addressed below. In 2015 we had no incidents or issues in the following areas:

- Environmental fines or sanctions (G4-EN29)
- Incidents of discrimination and action taken (G4-HR3)
- Incidents of violations involving rights of indigenous people and actions taken. (G4-HR 8)
- Legal actions for anti-competitive behavior, anti-trust, and monopoly practices. (G4-SO 7)
- Fines and non-monetary sanctions for noncompliance with laws and regulations. (G4-SO 8)

Please contact [sustainability@promega.com](mailto:sustainability@promega.com) with any questions on the Promega Corporate Responsibility Report.

Product Responsibility and Non-compliance	2015
Incidents regarding product health and safety codes	0
Incidents regarding product information and labeling	0
Incidents with marketing communication regulations	0
Breaches of customer privacy and loss of customer data	0
Incidents concerning provision and use of products or services	0

\*Notable incidents would have resulted in fines or warnings.

## Key Indicators

Business	2008	2009	2010	2011	2012	2013	2014	2015
<b>Number of Employees</b>	973	1,009	1,120	1,197	1,223	1,285	1,327	1,381
<b>Building Footprint (Sq. Feet)</b>	610,925	610,925	687,724	689,314	721,090	878,583	1,037,560	1,088,204
<b>Number of Global Locations</b>	16	17	17	17	18	18	19	19
<b>Environmental</b>								
<b>Greenhouse Gas Emissions (Tons of CO<sub>2</sub>)</b>	22,397	21,822	23,819	24,401	24,126	29,161	34,928	37,021
Emissions Per Million in Revenue (Tons of CO <sub>2</sub> /Dollars)	101.0	93.3	91.5	85.8	76.5	84.2	95.1	96.5
Emissions Per Building Footprint (Tons of CO <sub>2</sub> /Sq Ft)	36.7	35.7	34.6	35.4	33.8	33.2	33.7	34.0
<b>Energy Consumption:</b>								
Electricity (kWh)	16,880,814	16,393,560	16,363,009	17,592,001	17,785,445	21,284,680	26,692,713	27,781,392
Natural Gas (Therms)	683,201	667,819	658,883	664,891	603,132	916,119	1,275,922	1,197,993
<b>Water Consumption (Gallons)</b>	14,241,376	14,474,723	17,900,997	19,031,889	20,646,864	23,120,018	35,502,263	31,506,638
<b>Total Paper (Reams)</b>	127,631	22,894	27,798	18,522	28,141	16,488	24,972	12,360
<b>Solid Non-Hazardous Waste (Cubic Feet)</b>	222,045	214,396	243,538	268,597	269,044	299,030	314,372	344,605
Incinerated (Cubic Feet)	7,854	5,797	6,556	6,632	6,623	8,832	6,372	6,964
Land filled (Cubic Feet)	112,227	111,336	124,178	127,396	122,025	143,330	144,021	175,278
Recycled (Cubic Feet)	101,964	97,263	112,804	134,569	140,396	146,868	163,979	162,364
<b>Chemical Waste (Pounds)</b>	145,395	144,449	177,238	165,679	186,568	153,828	167,784	185,076
<b>Infectious Waste (Pounds)</b>	9,316	9,431	9,261	9,164	12,779	13,749	14,483	16,480

## GRI Index

We are committed to transparent reporting on our environmental, social and economic performance. This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting G4 Guidelines. The following table has been developed to help users locate specific information in the report.

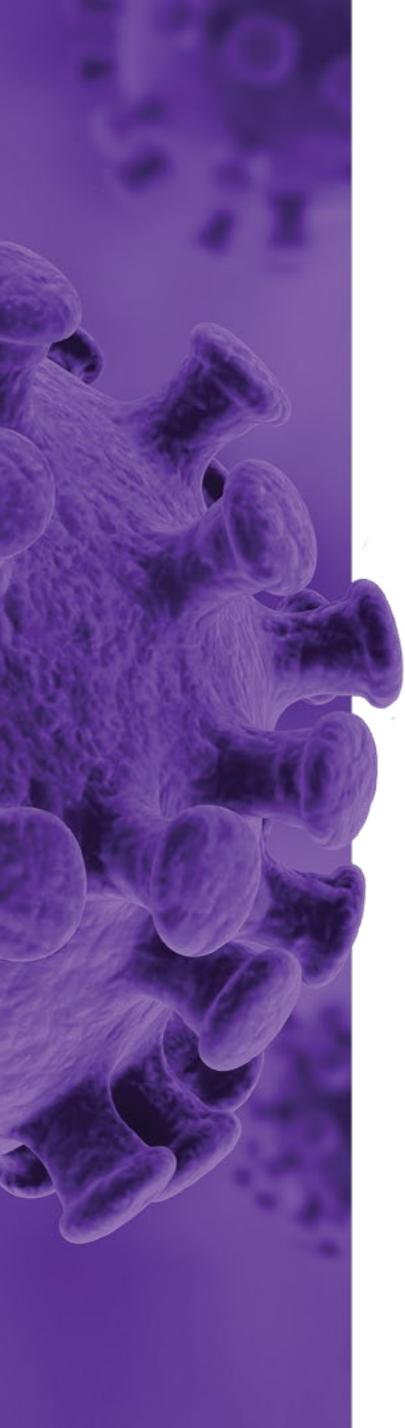
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## GRI Index (Continued)

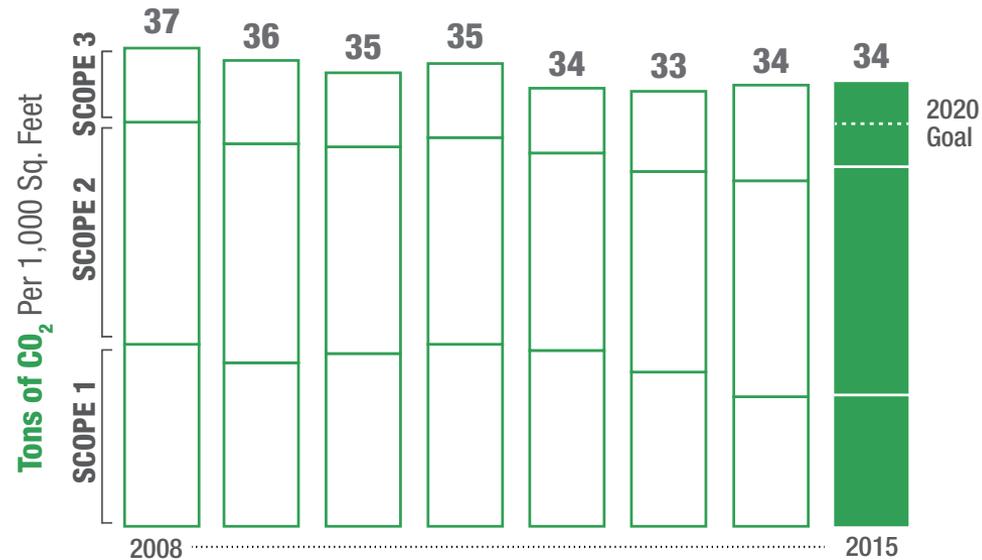
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**Figure 1.** Even with a 90% increase of high-energy intensive spaces, the “shadow” of our carbon emissions has decreased 7% per building footprint.



## Carbon Footprint Indexed to Building Footprint



**Figure 2.** Promega actively tracks carbon footprint from fuel combustion (scope 1), purchased energy (scope 2), business travel, outgoing distribution, water and paper usage (scope 3).



### Global Carbon Footprint 2015

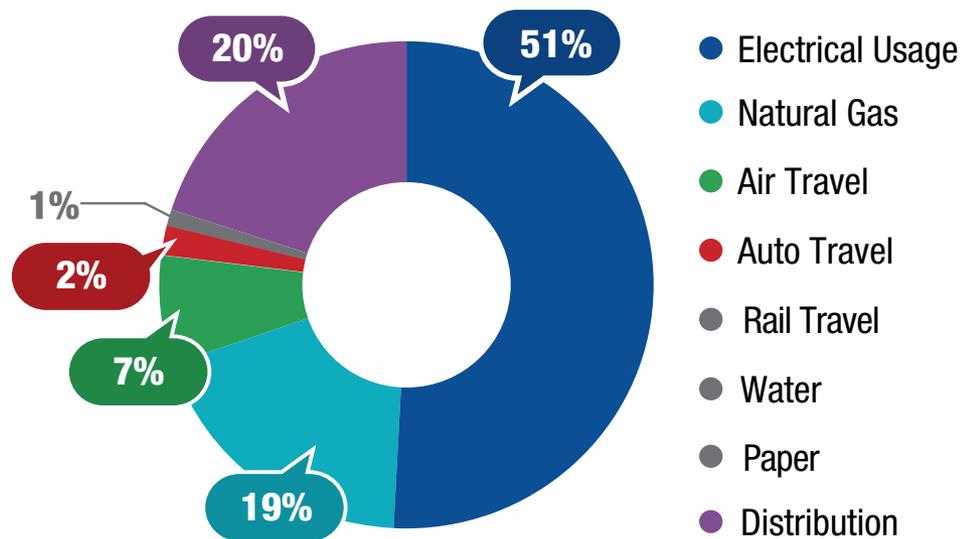


Figure 3. Key contributors to the Promega carbon footprint.

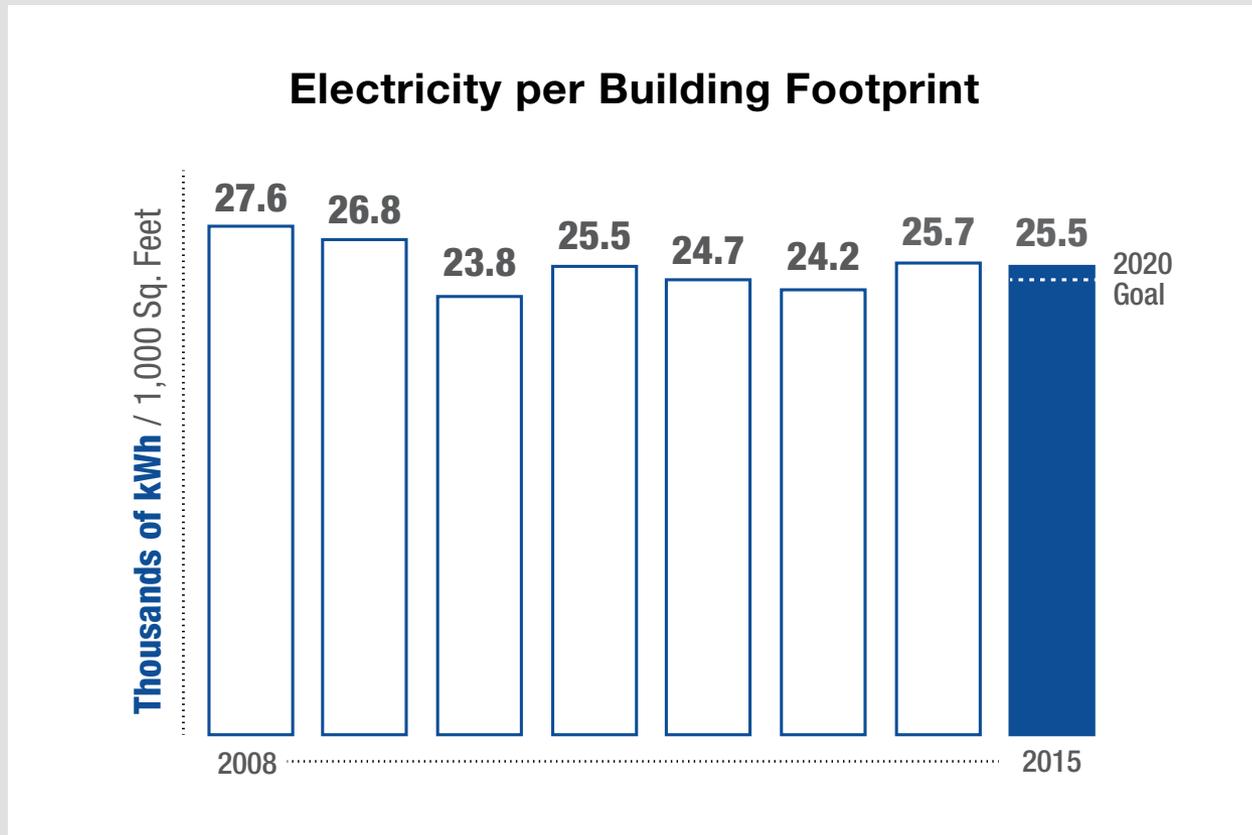


Figure 4. Electricity usage of operations globally as indexed to building footprint.

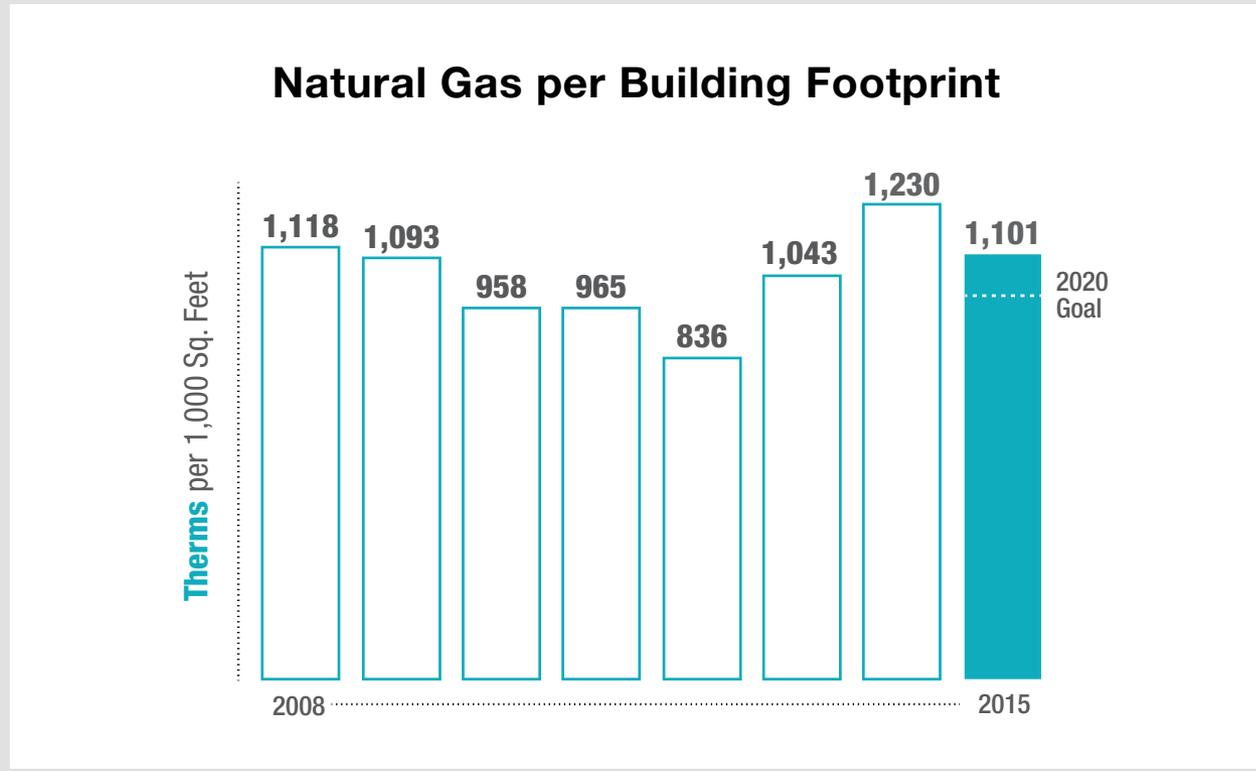


Figure 5. Natural gas as indexed to building footprint.



### Global Distribution Emissions

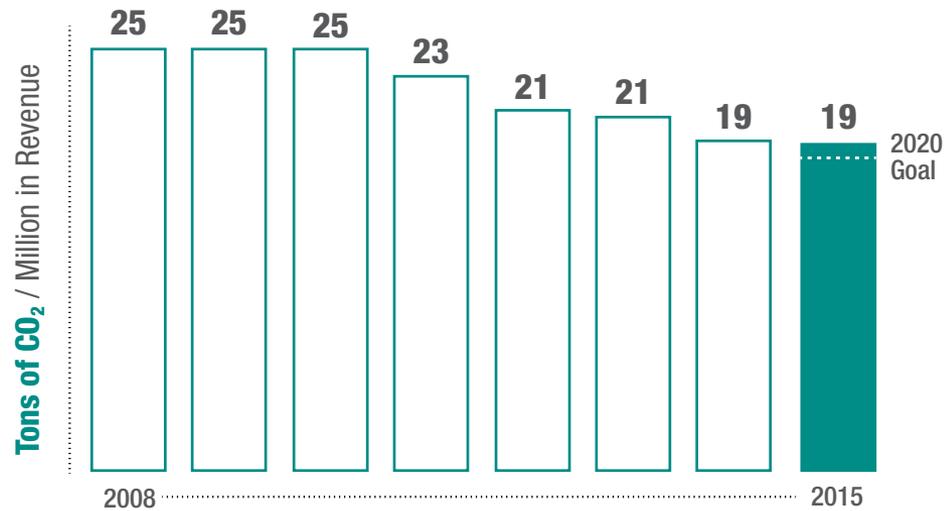


Figure 6. Emissions from product distribution to customers globally.

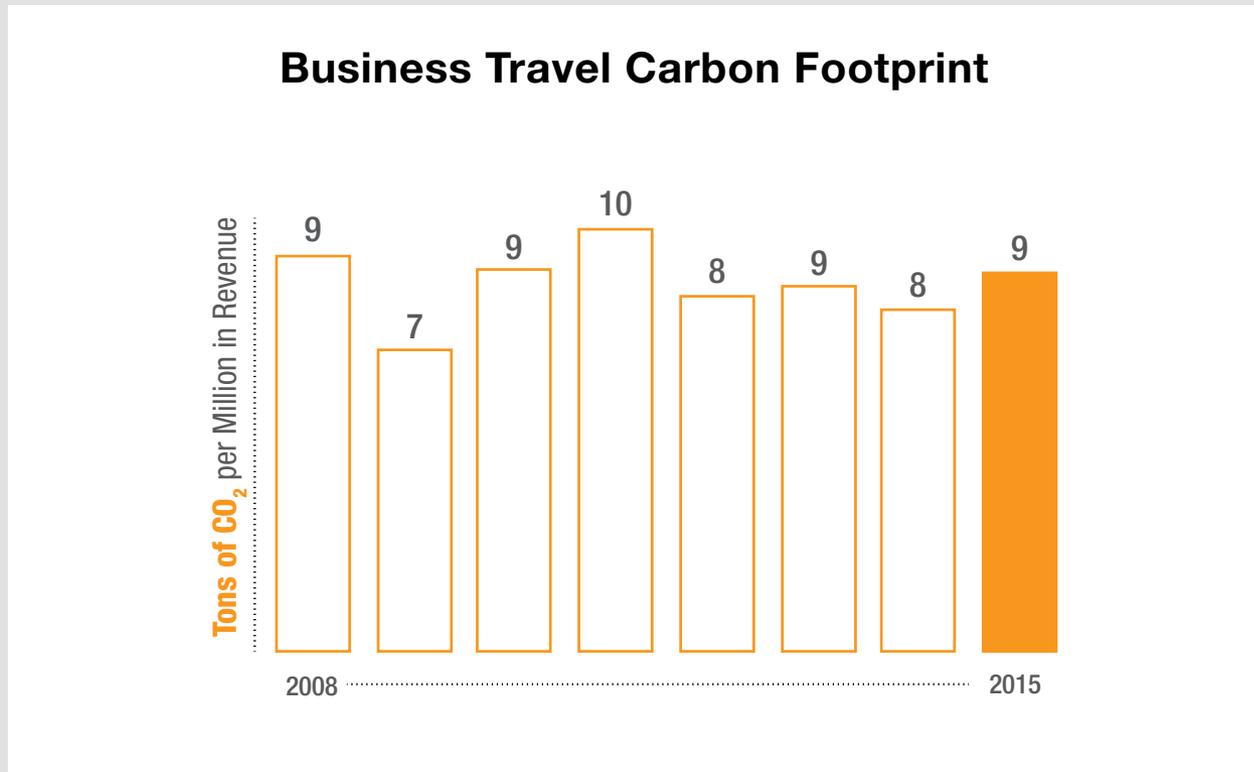


Figure 7. Business travel emissions from air, automobile, and rail as indexed to revenue.



### Global Non-Hazardous Waste per Footprint

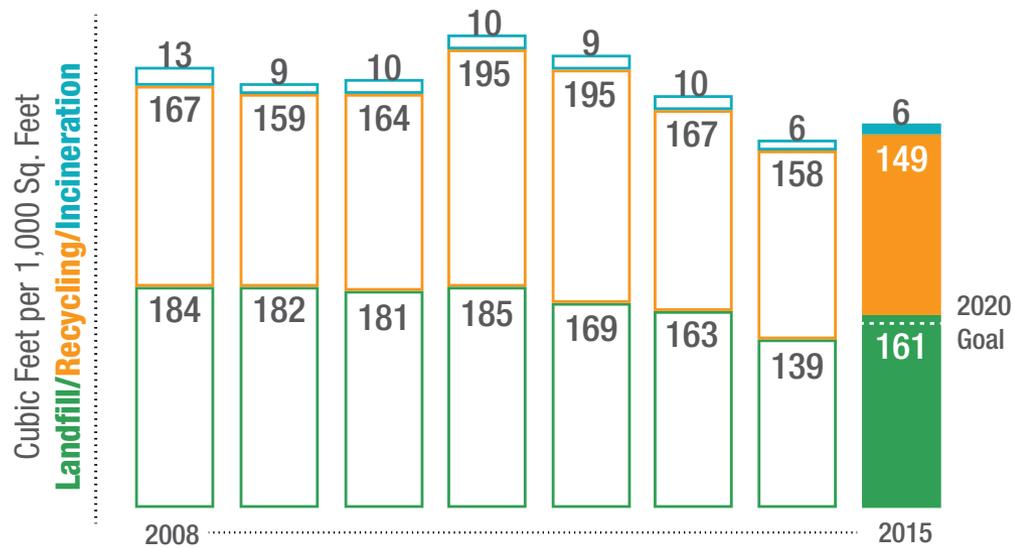


Figure 8. Composition of non-hazardous solid waste per building footprint.



### Global Hazardous Waste per Revenue

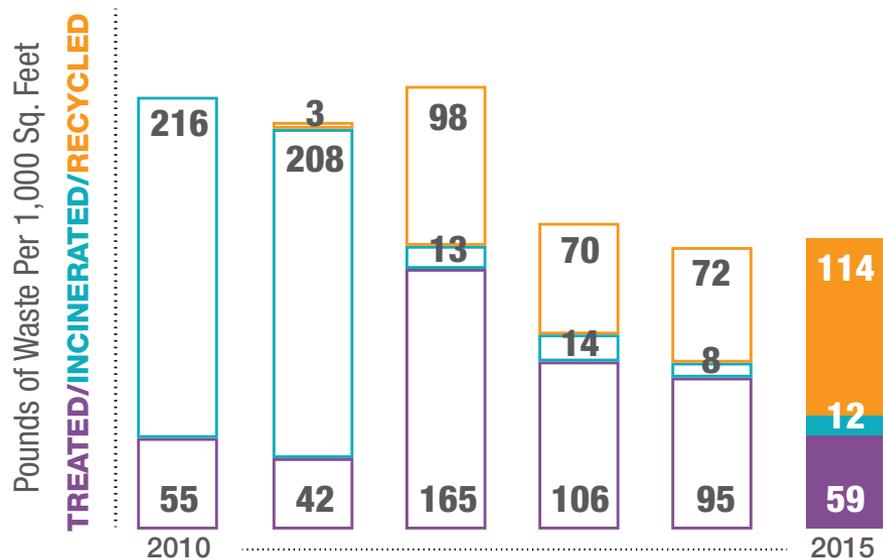


Figure 9. Composition of hazardous solid waste per building footprint.

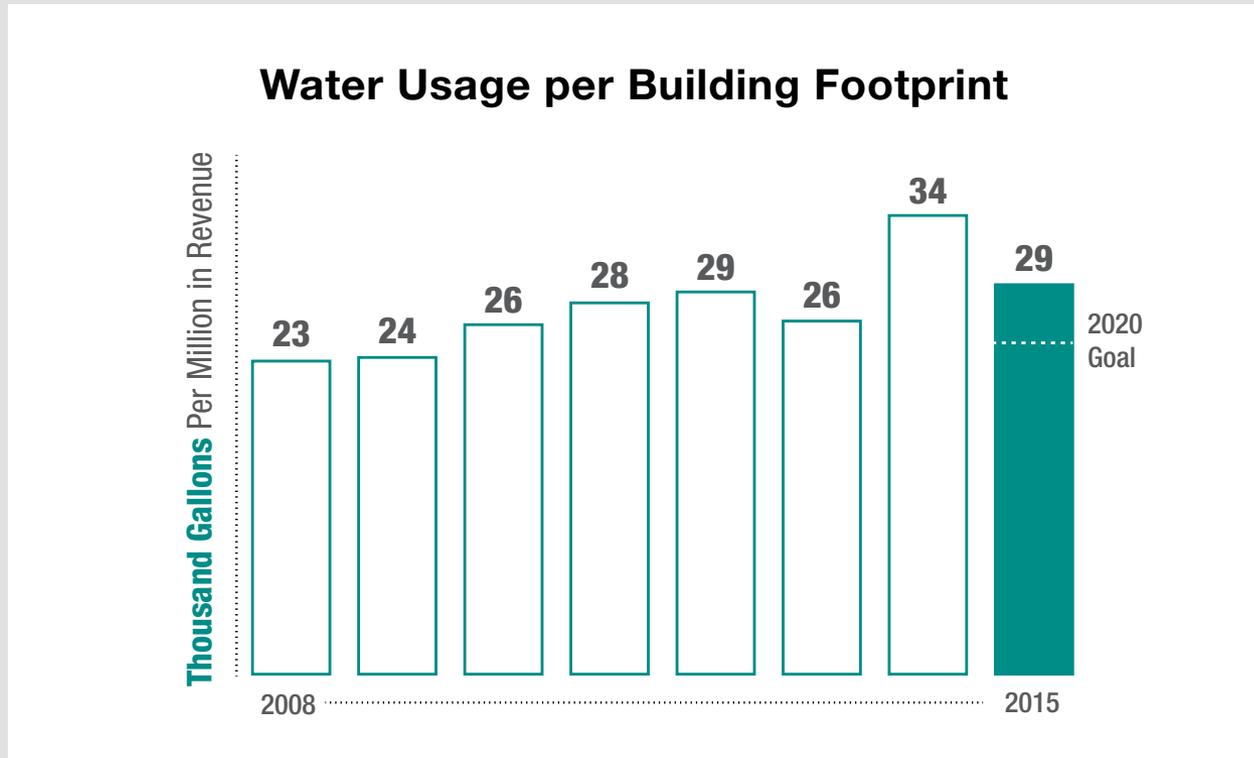


Figure 10. Water usage as indexed to building footprint.

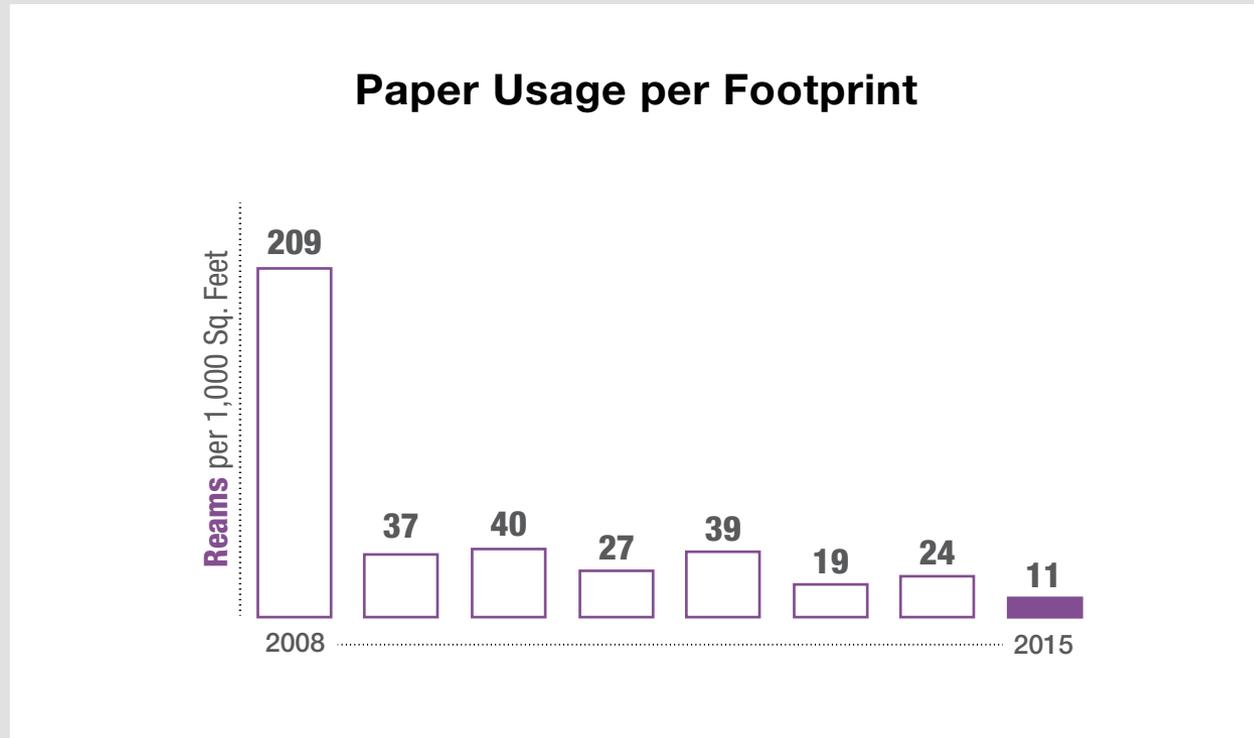


Figure 11. Global paper usage as indexed to building footprint.



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