

SUSTAINABILITY AT MILLIPORE

Meeting our environmental, social, and economic responsibilities to our stakeholders is both the right thing to do and an opportunity for us to operate more efficiently and cost-effectively. Our use of best practice management systems provides a strong framework for establishing and achieving our sustainability goals.



From our Director, David Newman

For Millipore, the concept of sustainability is simple. It means growing our business and being profitable, but doing so in a way that allows us to preserve environmental resources for future generations. In practice, however, sustainability touches everything we do. That's why I'm so pleased with the progress we've made toward ingraining sustainability principles and practices into our operations company-wide. All of our largest facilities now have strong sustainability programs and local champions. We're seeing significant reductions in energy, water, and waste. In each Millipore plant, employees are looking at processes, habits, and equipment, and asking what more they can do, what behaviors they can change, what systems they can upgrade. The results to date speak for themselves: an overall 12-percent reduction in energy use; some 152,000 m³ of water reclaimed or otherwise conserved each year; annual financial and hands-on support to more than 500 non-profit organizations in our communities.

But we can't stop there. We must incorporate sustainability into our products as well, and this is our single greatest sustainability challenge. We've launched one bioplastic lab product and will continue evaluating other opportunities to use alternatives to petroleum-based plastics. We've begun reducing our packaging

and evaluating reusable containers. We've assessed the life cycle benefits of single-use products versus stainless steel systems. Still, our industry is inherently water- and energy-intensive and we make thousands of plastic products. There's much more work to be done, and we're the right company to tackle these challenges.

Finally, a word about communication. Within Millipore, communication is central to our approach to sustainability and core value of teamwork. We know that to change behavior, we must communicate openly, honestly, and frequently. In this report we've taken pains to publish only that information we could reliably and confidently validate. You won't find images of green leaves or wispy clouds. You won't find jargon or greenwashing. Instead, we've elected to share our successes and our disappointments. We're not perfect, and we've made mistakes. But we use each one of those missteps as an opportunity to learn, teach, and improve. And by communicating regularly about our sustainability activities—including and beyond this report—we hope to engage, inspire, and lead the life science community in addressing our collective environmental and social responsibilities.

"My vision is that Millipore will become synonymous with sustainability in the next 2 to 3 years. We'll be known for our leading-edge product stewardship, our state-of-the-art packaging options, and our culture of sustainability. It's an ambitious goal, but one I know we can reach."

David Newman
Director, EHS & Sustainability

Priorities

Sustainability is a team effort at Millipore as we strive to integrate sustainable practices in every aspect of our business. At the same time, we seek the right balance between the challenging demands of our diverse business and our strong commitments to environmental stewardship and social responsibility. Our Sustainability Initiative centers on four key areas:

1. **Operations**—reducing energy and water use, and waste production
2. **Employees in the workplace**—minimizing travel, providing sustainable commuting alternatives, changing our corporate culture
3. **Employees outside of work**—helping our employees make responsible, sustainable choices in their own lives
4. **Product stewardship**—addressing sustainability opportunities in our products, packaging, and services

Global Teams

CEO Martin Madaus is our Corporate Executive Committee sponsor for sustainability, and EHS & Sustainability Director David Newman leads the effort, supported by a cross-functional group of employee representatives from the Americas, Europe, and Asia/Pacific. This Corporate Sustainability Steering Committee establishes annual sustainability priorities, and ensures that sustainability is incorporated into our strategic planning and company culture. The committee provides regular updates to the Millipore Board of Directors on our sustainability progress. The Bioprocess and Bioscience Divisions also have sustainability teams dedicated to product stewardship and our evolving Design for Environment program that aims to minimize the life cycle environmental impacts of products and packaging.

Implementing sustainability improvements requires collaboration with and among departments worldwide. Our Sustainability Initiative is already well integrated with our global EHS systems and processes, and we are working to make sure sustainability principles are incorporated into all our operations.

With more than 30 EHS specialists worldwide, all of our larger plants have at least one full-time EHS professional. All EHS staff report to the Corporate Director of EHS & Sustainability. Our Global Properties staff help us to incorporate green building and facility management principles into Millipore's manufacturing, R&D, distribution, and office spaces. Because we recognize the importance of integrating sustainability practices into everything we do, EHS is part of the company's Global Operations Strategy and Services, which supports the company's worldwide operations.

We also have numerous local facility and office sustainability teams that identify sustainability opportunities and address site-specific issues. For example, our Temecula "Go Green" team is working to reduce paper use and conserve water, while our distribution center green teams are collaborating to recycle and reduce packaging waste.

Management Systems

Our work is guided by numerous national and international standards, including ISO 14001, the environmental management systems standard. Our ISO 14001-certified facilities, Jaffrey, Molsheim, and Cork, have achieved outstanding results in water conservation, waste recycling, and chemical reuse since implementation of their respective management systems. These sites have also produced noteworthy cost savings due to improved resource use efficiency. Our large manufacturing facilities are required to implement EHS management systems, while all facilities are measured quarterly via the EHS scorecard.

Our manufacturing facility in Cork, has also earned OHSAS 18001 certification, which enables us to further reduce risks to employees. Other Millipore sites are determining whether to pursue ISO 14001 or OHSAS 18001 certification, and in the U.S., we are considering the Occupational Safety and Health Administration's (OSHA) Voluntary Protection Program.

Millipore also leverages its existing ISO 9001-certified quality management system to facilitate certain aspects of EHS management. For example, we utilize our Quality department's documentation system to store, revise, and control EHS programs, policies, and procedures, and we manage any needed EHS actions in the corrective and preventive action system. We create audit programs and conduct follow-up actions using the existing quality audit system. We also use our Quality department's customer complaint system to track the health and safety of employees handling used products that could be potentially harmful. For training, we are implementing the Millipore Employee Training Application in which EHS training requirements will be tracked alongside other subject matter such as manufacturing procedures, test specifications, and technical job skills.

Performance Management

As a leader in life science, Millipore is committed to quality in everything we do, including sustainability. Our EHS management programs and performance are closely linked to the company's Process Excellence program, which uses the concept of lean manufacturing to eliminate inefficiency. Several of our sustainability projects are "green and black belt" Six Sigma and Lean projects. In addition, our integrated Environment, Health and Safety Policy guides our decisions and activities in every aspect of our business. Together, these programs and policies provide both the structure and guiding principles to support strong sustainability performance.

It is important to reiterate that because Millipore views environmental performance as inextricably linked to health and safety, we apply a unified management system and set of tools to achieve our objectives for environmental stewardship and health and safety performance. The information in this section provides a general overview of our EHS systems and approach, while the Health & Safety section provides detailed health and safety performance data.

"Our network of global departments, including EHS, Facilities, Supply Chain, and Process Excellence, is a valuable resource for sharing ideas, best practices, and lessons learned across the entire Millipore organization. They're key stakeholders and participants in our Sustainability Initiative, providing the 'on-the-ground' input needed to coordinate and communicate activities efficiently."

Johanna Jobin, Sustainability Engineer
Billerica, Massachusetts



EHS Management Components

Metrics Database	Incident Management	Scorecard	Emergency Readiness
<ul style="list-style-type: none"> Customized, centralized, web-based Electricity Natural gas Oil Water Water recycled Solid waste Recycled waste Hazardous waste GHG emissions 	<ul style="list-style-type: none"> EHS incidents and "near misses" Root causes of incidents Corrective actions and their owners Incidents weighted by severity Plant managers accountable for EHS performance <p>Corporate EHS incident rate reviewed monthly by Executive VP of Global Operations and staff, annually by Board of Directors Corporate Governance Committee</p>	<p>Self-assessment audit checklist:</p> <ul style="list-style-type: none"> Employee management and engagement Completion of risk assessments Process safety management Crisis management and preparedness Metrics tracking and communications Training 	<ul style="list-style-type: none"> Site risk assessments to identify possible adverse events Controls to minimize risks Highly trained emergency response teams Site-specific crisis management teams Corporate crisis management team

Millipore's EHS management system includes databases, an incident management system, use of an EHS scorecard, and an emergency readiness program. The system works in conjunction with Millipore's company-wide quality management system and plays a key role in meeting our EHS and sustainability goals. Please see the Health & Safety section of this report for more information about our performance and our management practices.

EHS Management Tools

Also critical to Millipore's ongoing EHS and sustainability performance improvement has been the implementation of web-based tools. Our EHS scorecard allows our sites to advance their management systems and find opportunities for synergy among them. We continually update the tool to ensure it remains relevant and presents enough new challenges for the sites.

The system scores each site on a number of aspects that measure the degree of maturity of various EHS programs. The ideal state would indicate full maturity of the EHS management system at a site. Each EHS program is measured not just based

on the development of the business rules around it, but also on the degree of implementation, participation by employees, and training completion.

Our incident management system tool facilitates company-wide EHS improvements. The incident management system includes an online database to capture data and produce metrics, along with a global program document and training program. Thanks to implementation of this global system in 2006, Millipore has been able to produce consistent and accurate metrics and foster clear communication within each site regarding EHS incidents.

Regulatory Compliance

Compliance with all relevant laws and regulations is a minimum requirement for Millipore. We view any incident of regulatory non-compliance, however small, as unacceptable. Sometimes, despite our comprehensive EHS management system and the best efforts of our employees, spills and other unintentional incidents occur. During the reporting period (2006–2008), Millipore received two notices of violation (one for late paperwork related to the European Union Waste Electrical and Electronic [WEEE] Directive compliance in Sweden and another for a minor wastewater permit exceedance in Massachusetts) and paid two fines, totaling almost \$2,000. More information about our environmental performance is provided in the Environment portion of this report.

In addition, we know that historic practices need to be addressed through remediation at select facilities. Millipore takes a proactive approach to identifying and addressing any such "legacy" sites. Recent or ongoing remediation activities include:

- Molsheim treatment system.** Operating a soil and groundwater treatment system to remove trichloroethylene, a cleaning and degreasing solvent we no longer use.
- Cidra, Puerto Rico investigation.** Voluntary, site-wide facility investigation to identify any soil or groundwater contamination that may exist at this former Millipore site. Voluntarily conducted comprehensive site closure, demonstrating that all chemicals had been safely removed, permits properly closed, documentation completed, and no residual hazardous materials remained.
- Ongoing support at Superfund sites.** Working with the U.S. Environmental Protection Agency (EPA) and other agencies to address potential liability at waste management sites (owned and operated by others) to which Millipore may have sent chemical waste.



"Our quality systems help to support Millipore's Sustainability Initiative by promoting continual improvement in our processes and operations."

Yasuhiko Arimura, Director, Quality Management
Baraki, Japan

