



what  
**matters**  
most



GOJO 2015/2016  
SUSTAINABILITY  
REPORT



2

**Saving Lives and Making Life Better  
Through Well-Being Solutions.  
It's our Purpose; it's who we are.**

# what matters most

**Our Purpose inspires our deep commitment to sustainability. We see a tremendous opportunity to connect people with better health for a safer, brighter future and a better world—this is what matters most.**

Living our Purpose allows us to have a positive impact on public health and the world in which we live, each and every day. It drives us to find new ways to create Sustainable Value through innovative solutions—solutions that bring social, environmental and economic value for all GOJO stakeholders. It is the reason we are advancing our 2020 Sustainable Value Strategies and Goals to make even greater progress by 2020.

## GOJO 2020 SUSTAINABLE VALUE STRATEGIES



**INNOVATE TO CREATE SUSTAINABLE VALUE**



**ELEVATE PUBLIC HEALTH & WELL-BEING**



**STEWARD A THRIVING ENVIRONMENT**



**FOSTER A CULTURE OF SUSTAINABLE VALUE**

# Letter from GOJO Chair & CEO and Vice Chair

At GOJO, we celebrate our accomplishments on behalf of our customers and society, and, at the same time, we are never satisfied. We consistently ask ourselves, “How might we...?” How might we further develop hygiene solutions that help people live healthier lives? How might we innovate to bring more socially and environmentally beneficial products to the marketplace? How might we advance technology to improve hand hygiene compliance in healthcare to reduce infection? How might we educate stakeholders about the growing issue of antibiotic resistance and partner to deliver solutions? How might we innovate and evolve the science of skin care and hygiene? How might we live our Purpose of “Saving Lives and Making Life Better through Well-Being Solutions” each and every day?



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Our team members collaborate on the answers to these questions by applying Sustainable Ways of Working (SWOW<sup>SM</sup>) throughout the enterprise. SWOW is our unique approach to integrating sustainability into our core processes and daily actions. We embrace finding new ways to create Sustainable Value through innovation. Our commitment to sustainability inspires us to continuously strengthen our understanding of our stakeholders’ desires and goals and to collaborate with all of our stakeholders, advance cutting-edge science and design inventive solutions to meet pressing human needs.

Our team continues to lead and learn from our success in exceeding the voluntary goals we set for ourselves in 2010. During the process of achieving our targets two years ahead of schedule, we reduced water use by 50 percent, solid waste by

46 percent and greenhouse gas emissions by 52 percent. These outstanding results are a testament to our team members who inspire us to aim high.

Driven by our Purpose, we asked ourselves how might we reach even further? At the 10th Annual BizNGO-Chemical Footprint Project Conference in Boston, we answered that question by announcing our 2020 Sustainable Value Strategies and Goals which are truly “next generation” goals, including—but going so far beyond—critical environmental stewardship goals. These goals, which are aligned with several United Nations’ Sustainable Development Goals (SDGs) and informed by our materiality study revealing what matters most to our stakeholders, reinforce how GOJO can positively impact society. Each of our more than 2,500 team members worldwide will play an important role in us achieving these goals.



Marcella Kanfer Rolnick  
GOJO Vice Chair

Joe Kanfer  
GOJO Chair & Chief Executive Officer

At GOJO, we are always looking for new ways to bring well-being to more people, in more places, where it is needed most. We also recognize the mutually dependent relationship between a healthy society and a healthy ecosystem. Thus, we prioritize efforts with the greatest potential to simultaneously drive positive social, environmental and economic impacts across our value chain. That's why GOJO made the bold decision to publicly state that we will reduce our chemical footprint by 50 percent by 2020.

As the first company to announce a chemical footprint goal, we hope this declaration will encourage other companies to follow our lead. Sustainable chemistry for the betterment of human and environmental health is a great example of our Purpose in action.

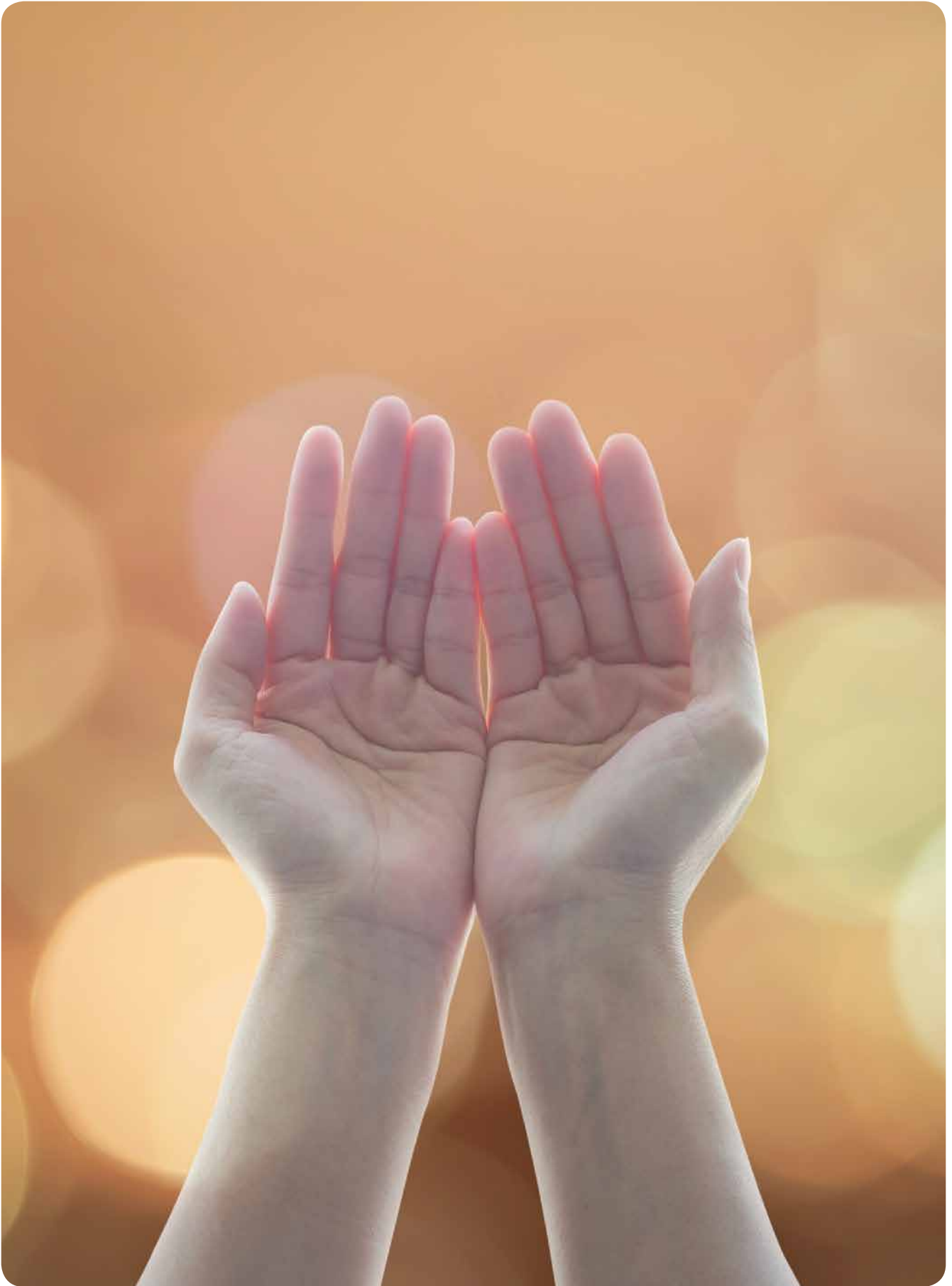
Our long-term social sustainability goal is to "Bring Well-Being to One Billion People Every Day." We know there is no limit to what our team members can accomplish when they ask, "How might we achieve it?"

**We are celebrating 70 years of being in business—committed to solving important human problems since the beginning. Sustainability is part of our legacy, as well as our commitment to the future.**

**PLEASE JOIN US.**

Marcella Kanfer Rolnick  
GOJO Vice Chair

Joe Kanfer  
GOJO Chair & Chief Executive Officer





**The GOJO Purpose, Saving Lives and Making Life Better Through Well-Being Solutions, drives everything we do, from the innovative hygiene solutions we deliver, to the ways our team members work and our daily decisions.**

## About Our Report

As a privately-held family business, we are not expected to report on our sustainability progress, but we believe it is important to keep our stakeholders informed—both so they can see our goals in action and understand and influence our work going forward. We openly share our practices, learnings and the challenges we have encountered along the way.

*“This is our fifth annual sustainability report and our first time responding in accordance with the Global Reporting Initiative’s (GRI) G4 standards, for a Core level report.”*

This is our fifth annual sustainability report and our first time responding in accordance with the Global Reporting Initiative’s (GRI) G4 standards, for a Core level report. GRI is an international independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues. GRI is considered the world’s leading reporting framework.

We are excited to share our story, using the “gold standard” in reporting, and to explain the ways we are learning about and addressing what matters most to all of our stakeholders. We welcome feedback both on this report, our sustainability priorities and results. In this 2015/2016 Sustainability Report, all of the metrics presented cover the calendar year from January 1 to December 31, 2015. Some of the information we provide in the report narrative is about decisions and events that took place in early 2016, so that readers have more up-to-date information.

The indicators at the bottom of each page represent disclosures that fulfill GRI requirements.

# About Our Company

Our company was founded on the promise of a safer way to clean hands. Care for the health and well-being of people is what inspired Goldie and Jerry Lippman to create a new kind of hand cleaner. During World War II, Goldie and her co-workers came home from working at a rubber factory in Akron, Ohio, with raw and damaged skin from the harsh carcinogenic chemicals used to remove the graphite, carbon and tar from their hands. Jerry's innovative spirit and passion to create an effective hand cleaner that was gentler and safer for the workers' skin was the beginning of GOJO.



Goldie & Jerry Lippman  
GOJO Co-Founders

Since our founding in 1946, we have gone from producing a single hand cleaner to delivering a broad portfolio of hygiene solutions across the world. We develop industry-leading hand hygiene solutions, including hand sanitizers, hand soaps and hand sanitizing wipes, as well as skin lotions and innovative dispensing and electronic hand hygiene compliance monitoring systems. Over the last 70 years, we have grown to serve a wide range of away-from-home markets, including K-12 schools, colleges/universities, healthcare facilities, hotels, office buildings and manufacturing plants. GOJO continues to expand our presence around the world with sales in more than 83 countries across North America, Latin America, Europe, Asia and Australia.

Sustainability has been a part of the GOJO story from the beginning. Our founders, Jerry and Goldie, instilled a culture of practicality, resourcefulness, perseverance, integrity and social responsibility. Today, that culture remains intact, and sustainability plays a pivotal role in how GOJO operates.



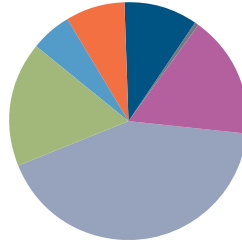
Our 2020 Sustainable Value Strategies and Goals illustrate how we live our commitment to sustainability. Our dedication to protecting health and well-being guides our work. Today, we source sustainable materials, advance sustainable chemistry practices, earn third-party product certifications, reduce waste, and look at ways to partner with stakeholders to drive sustainable practices. We will continue to innovate, create and deliver sustainable hygiene products, and work toward our vision of healthy people living on a healthy planet, for generations to come.



# Our Team

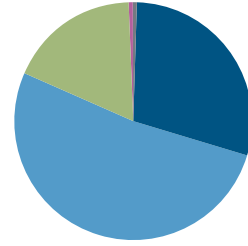
GOJO is comprised of a team of people who have a passion for making the world a healthier place. Collaboration and a commitment to advancing the latest science led us to become a leading global producer of skin health and hygiene solutions for away-from-home settings.

With global headquarters in Akron, Ohio, GOJO also has regional headquarters in Australia, France, Japan and the United Kingdom and a variety of sales offices, warehouses and sales teams located throughout the world.



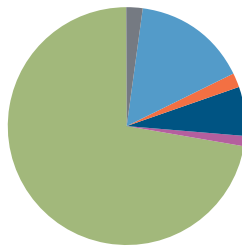
### COUNT BY FUNCTION

<b>10.0%</b>	Administrative Support Workers
<b>0.6%</b>	Executive/Senior Level Officials/Mgrs
<b>16.5%</b>	Managers
<b>42.0%</b>	Manufacturing
<b>17.2%</b>	Professionals
<b>5.7%</b>	Sales Workers
<b>8.0%</b>	Technicians



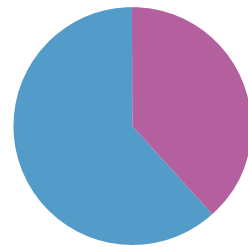
### ENTERPRISE GENERATIONAL

<b>0.5%</b>	Greatest Generation (Born before 1946)
<b>29.2%</b>	Baby Boomers (1946–1964)
<b>51.9%</b>	Generation X (1965–1984)
<b>18.0%</b>	Millennials (1985–1994)
<b>0.5%</b>	Generation Z (1995–2012)



### ENTERPRISE ETHNICITY

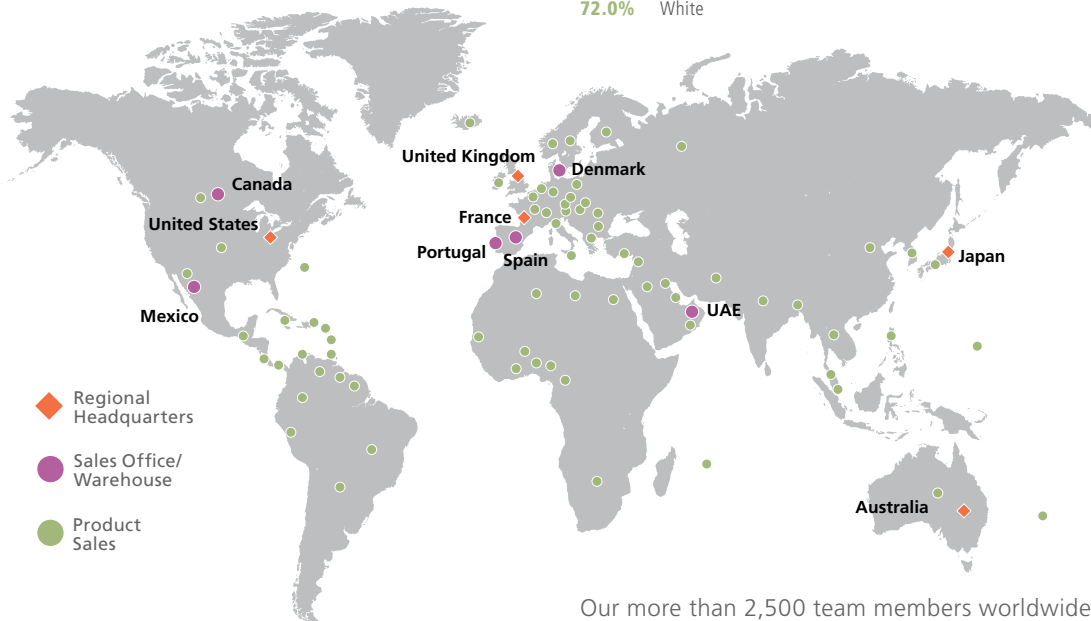
<b>2.3%</b>	Asian
<b>15.6%</b>	Black or African American
<b>1.9%</b>	Hispanic or Latino
<b>6.6%</b>	Not Identified
<b>1.5%</b>	Two or More Races
<b>72.0%</b>	White



### ENTERPRISE GENDER

<b>38.6%</b>	Female
<b>61.4%</b>	Male

## GLOBAL OPERATIONS



Our more than 2,500 team members worldwide work together daily to design, manufacture and market our innovative portfolio of products and services. The GOJO Purpose, **“Saving Lives and Making Life Better through Well-being Solutions,”** connects us, and our diverse backgrounds, expertise and ideas generate social, environmental and economic sustainable value for GOJO and all our stakeholders.

# Governance of Our Commitment to Sustainable Value

The Enterprise Sustainability Governance Team (ESGT), co-led by Nicole Koharik, Global Sustainability Marketing Director, and Joe Sarley, Product Development Director, and composed of various cross-functional leaders, is accountable for the ongoing strategic governance and implementation process that ensures social, environmental and economic sustainability are critical components of GOJO business practices. GOJO designed this team, and others like it across our organization, to facilitate networked leadership and decision making.

The GOJO Sustainability Policy declares our Purpose-driven commitment to advancing social, environmental, and economic sustainability in all that we do. We use the GOJO Sustainable Chemistry and Packaging Policies with Guiding Principles to drive our product development decisions. We commit to keep these policies industry-leading as customer preferences and technologies evolve. Our GOJO Code of Ethical Conduct ensures our team acts ethically, and in 2015, we established a Supplier Code of Conduct to ensure ethical corporate behavior in our supply chain.

**GOJO subscribes to the externally-developed principles of The American Cleaning Institute’s (ACI) Charter for Sustainable Cleaning and GC3, The Green Chemistry Commerce Council. GOJO is also a member of the Roundtable on Sustainable Palm Oil (RSPO) and supports the goals of the organization.**



(Top Row, Left to Right)

**Brittany Darrow**  
GOJO Healthcare Marketing Associate I

**Srini Venkatesh, Ph.D.**  
GOJO Chief Science Officer & Vice President

**Nicole Koharik**  
GOJO Global Sustainability Marketing Director

**Antonio Quiñones-Rivera, Ph.D.**  
GOJO Product Safety & Sustainability Manager

(Bottom Row, Left to Right)

**Bryan Hyatt**  
GOJO Web Content Specialist

**Roberto Bellino**  
GOJO Life Cycle Resources Analyst

**Joe Sarley**  
GOJO Product Development Director

**Ron Hammond**  
GOJO Global Supply Chain Vice President

\* Not pictured - Rich Clark, Dale Loree, Tom Marting, Oscar Uzcategui

The ESGT assesses opportunities, determines priorities, sets goals and develops long-range plans for how we will reach them. The team meets on a bi-weekly basis to share insights and ensure our progress. There is an executive sponsor for each key enterprise sustainability initiative as well as a cross-functional team that comes together to lead the development and implementation of priority initiatives. Significant decisions are brought before our senior leadership team to generate dialog, assess our strategic thinking and determine **“How might we...?”** The GOJO Vice Chair works closely with the ESGT and the Board of Directors is also engaged in dialog regarding our sustainability priorities.

Beyond governance teams, policies and principles, we take pride in asking ourselves “What is the right thing to do for the enterprise, society, our customers and our stakeholders?” says Srini Venkatesh, Ph.D., GOJO Chief Science Officer and Executive Sponsor of Sustainability. We look at this from a long-term point of view. Accountability is strongly valued at GOJO, being accountable for our own actions and being transparent. Innovation and encouraging our team members’ drive for better ways, coupled with our commitment to ethical behavior, are strong factors in our industry-leading sustainable practices. Venkatesh goes on to say, “There have been big wins in the last five years throughout the company. But we want to get to the point where everyone in the enterprise is engaged in Sustainable Ways of Working.” GOJO has a cross-functional team in place focused on engaging each GOJO team member in SWOW, with the goal of integrating sustainability at every level of the enterprise, ensuring it is a part of every practice.

# Partnerships & Awards

## KEY PARTNERSHIPS

GOJO supports and collaborates with a variety of organizations that have missions aligned with our Purpose. Some of these organizations include:

- Akron Canton Regional Foodbank
- Akron Children's Hospital
- Akron General Medical Center
- American Red Cross
- BizNGO
- City of Hope
- Healthy Schools Campaign
- Practice Greenhealth
- United Way of Summit County
- United States Green Building Council
- World Health Organization – Private Organizations for Patient Safety (WHO POPS)

## AWARDS & RECOGNITION

GOJO received the following awards for leadership in sustainability in 2015 and early 2016:

### Greener Path Award

AMC Environmental PLC awarded GOJO Industries—Europe Ltd the Greener Path Award for achieving 'Zero Waste to Landfill' during the 2015 year. This award recognizes exceptional environmental performance in waste and recycling operations for at least 12 months, and a demonstrated ongoing commitment to 'zero landfill.'

### Ohio EPA's Encouraging Environmental Excellence (E3) Program, Gold Level Award

The Ohio EPA's E3 Program recognized GOJO at the bronze and silver levels in 2012 and 2015 respectively, before awarding GOJO the gold level also in 2015. To earn all three awards, an organization must have an excellent environmental compliance record, exceed regulatory compliance obligations and complete environmental stewardship activities that show a strong commitment to reduce waste, lower emissions and improve environmental performance. GOJO is the only company in the State of Ohio to date to have received all three award levels.

### Practice Greenhealth Champion for Change Award

Practice Greenhealth awarded GOJO the Champion for Change Award in both 2015 and 2016. This award honors businesses supplying to the healthcare sector who have taken steps to improve their organization's green practices, and have gone the extra mile to help their clients and associates expand their sustainable practices.



*"At times, we find that other organizations we partner with are faced with the same challenges as us. We found one way we can help overcome these obstacles is by sharing our thinking and helping the right conversation to take place and by offering different ways to approach the issue."*

**Marty O'Toole**  
GOJO Industrial and Government Vice President & General Manager

# Stakeholder Engagement & Materiality

As we set out to develop our bold 2020 Sustainable Value Strategies and Goals, we undertook a materiality assessment in 2015 to determine what aspects of sustainability most significantly impact both our business and our stakeholders. A materiality assessment helps to verify current sustainability focus areas, uncover blind spots and prioritize what matters most.

To objectively determine our sustainability priorities, a third party facilitated our materiality assessment. The process began with industry research and peer benchmarking to identify potentially significant social, environmental and economic impacts, risks and opportunities. We looked to various influential organizations in our industry who are committed to driving sustainability to understand their perspective.

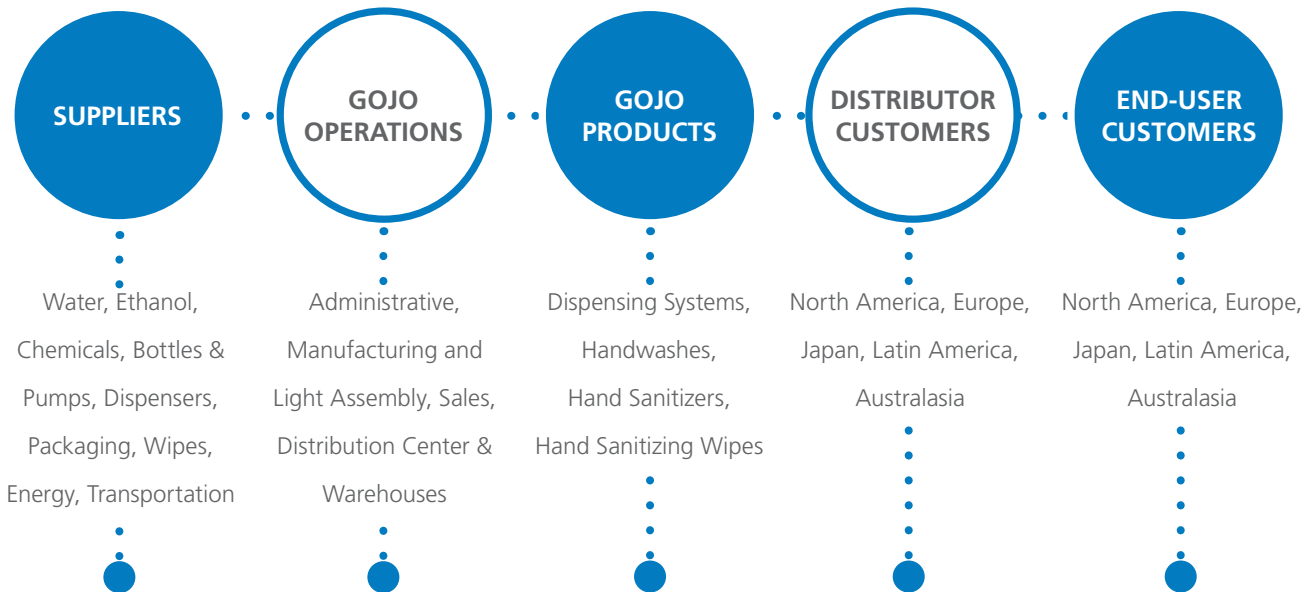
- American Cleaning Institute (ACI)
- American Sustainable Business Council
- BizNGO
- Environmental Working Group
- EU Ecolabel
- Healthy Schools Campaign
- Leading Retailers' Sustainability Chemistry Policies/Standards
- Practice Greenhealth
- RepRisk
- Sustainable Packaging Coalition
- The Chemical Footprint Project
- The Children's Environmental Health Network (CEHN)
- United Nations' Sustainable Development Goals (UN SDGs)
- U.S. Department of Education – Green Ribbon Schools
- U.S. EPA Design for Environment (DfE)
- U.S. Green Building Council





## GOJO VALUE CHAIN

With industry research and peer benchmarking in hand, we brought together nearly 20 cross-functional GOJO leaders to evaluate our impacts, risks and opportunities across our value chain.



# GOJO Stakeholder Engagement

To further understand the significance of various sustainability topics, we interviewed a subset of our distributor and end-user customers. The stakeholders selected are representative of several customer segments and are industry leaders with strong sustainability practices that brought advanced thinking to our assessment.



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While we actively engage with distributors, end-user customers, suppliers, partners, non-governmental organizations (NGOs), industry associations and influencers throughout the year, this research and these interviews were focused exclusively on sustainability.

**Synthesizing and quantifying the information gathered from the various stakeholders led to the identification of our top nine Sustainable Value material topics, some within our operations and some across our value chain.**

# Sustainable Value Material Topics

Stakeholders Groups  
Raising these Topics



## STRATEGY: INNOVATE TO CREATE SUSTAINABLE VALUE

### Implementing Sustainable Chemistry

**Boundary:** GOJO Operations

Establishing corporate governance for the regular review of product chemistry; adopting internal policies promoting the use of chemicals, processes and products with inherently low-hazard potential; redesigning products and processes to avoid the use of and/or generation of hazardous chemicals—moving to safer chemicals (low to no toxicity and degrade into innocuous substances).

GOJO Team Members,  
Sustainable Chemistry  
Influencers, Customers,  
Distributors, NGOs, Industry  
Associations

### Obtaining Relevant Product Certifications

**Boundary:** GOJO Operations

Understanding which third-party certifications are relevant and matter most to customers/end users; pursuing what it takes to achieve certification.

GOJO Team Members, Customers,  
Distributors, Sustainable  
Chemistry Influencers

### Sourcing Sustainable Materials

**Boundary:** GOJO Operations, Supply Chain

Factoring environmental impacts into product and packaging design and materials sourcing; using more sustainable materials (e.g., biobased or plant-based ingredients versus petroleum-based); offering fragrance-free or naturally fragranced products; determining and sourcing the lighter footprint option.

GOJO Team Members, Customers,  
Distributors, NGOs, Industry  
Associations



## STRATEGY: ELEVATE PUBLIC HEALTH & WELL-BEING

### Partnering to Advance Sustainability

**Boundary:** GOJO Operations, Across Value Chain

Collaborating with industry groups, community groups, other manufacturers and our stakeholders to promote sustainable value; education up and down the value chain; partnering to advance sustainable practices and solutions.

GOJO Team Members, Suppliers,  
Customers, NGOs

### Elevating Thought Leadership in Hygiene Education & Promoting Public Health

**Boundary:** GOJO Operations, Across Value Chain

Conducting studies, producing/delivering education and expanding technology solutions to promote hygiene education and behaviors that improve individual and public health.

GOJO Team Members, Customers,  
Distributors



## STRATEGY: STEWARD A THRIVING ENVIRONMENT

### Developing Products and Programs to Reduce Customer Waste

**Boundary:** GOJO Operations, Customer Operations

Creating recyclable products and/or biodegradable formulas; expanding our end-of-use/take-back programs.

GOJO Team Members, Customers,  
NGOs, Industry Associations

### Advancing Sustainable Supply Chain Practices

**Boundary:** GOJO Operations, Supply Chain

Screening suppliers for ethical and sustainable practices (e.g., human rights and working conditions); helping suppliers adopt ethical and sustainable behaviors.

GOJO Team Members,  
Customers, Distributors, Industry  
Associations, NGOs

### Measuring and Reducing Our Most Significant Environmental Impacts

**Boundary:** GOJO Operations, Across Value Chain

Determining our most significant environmental impacts and implementing initiatives to reduce our impacts.

GOJO Team Members, Customers,  
NGOs, Media, Certification  
Organizations



## STRATEGY: FOSTER A CULTURE OF SUSTAINABLE VALUE

### Infusing SWOW<sup>SM</sup> throughout GOJO Processes and Culture

**Boundary:** GOJO Operations

Increasing GOJO team member awareness of progress towards our 2020 goals and helping them take action to strengthen their own commitment to Sustainable Ways of Working (SWOW<sup>SM</sup>).

GOJO Team Members

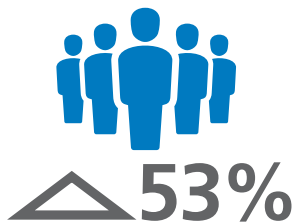
While these are not new focus areas for GOJO, we confirmed that these topics matter most and gave us confidence to make greater investments with greater focus—setting our 2020 goals and allocating the appropriate resources. Teams and individuals accountable for each goal have identified key performance indicators to track and evaluate our progress going forward. Annually, we will report our progress and the challenges and opportunities we intend to address. Advancing our leadership in these areas will drive social, environmental and economic Sustainable Value for all GOJO stakeholders.

# Sustainability Goals & Metrics

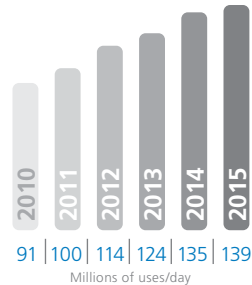
## 2015 GOALS & PERFORMANCE

At GOJO, our Purpose drives us to view our work in context of the lives of the people we serve every day. We understand that better human health and well-being relies on maintaining a healthy environment. That is what drove us in 2010 to set goals to reduce our environmental impacts. The strong commitment of all of our team members resulted in reductions far surpassing our targets.

Here is our full 2015 scorecard demonstrating our progress over the last five years.



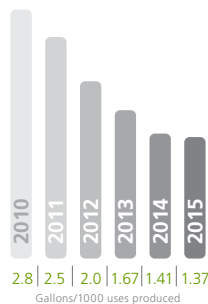
**Hand Hygiene**  
(Delivered)  
**+53%** change since 2010  
skin care product shipped in equivalent uses



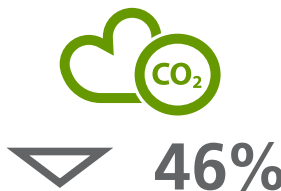
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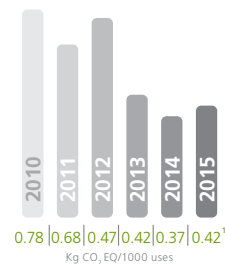
**Water Use**  
**-51%** change since 2010  
gallons/1000 uses produced



**EXCEEDED**  
5 Year Goal by a  
**30% reduction**



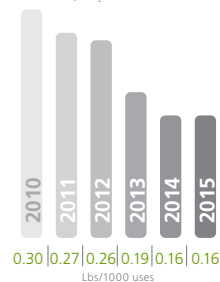
**GHG Emissions**  
(Scope 1&2)  
**-46%** change since 2010  
kg CO<sub>2</sub> EQ/1000 uses



**EXCEEDED**  
5 Year Goal by  
**15% reduction**

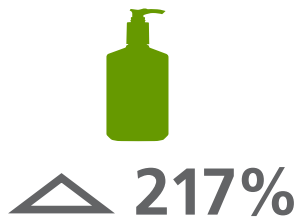


**Solid Waste**  
(All Generated)  
**-47%** change since 2010  
lbs/1000 uses



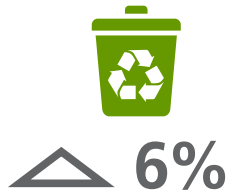
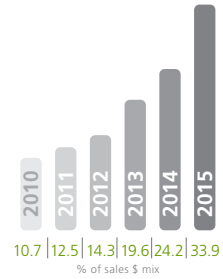
**EXCEEDED**  
5 Year Goal by  
**25% reduction**





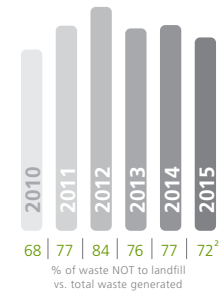
### Certified Products

**+217%** change since 2010  
sales from third party certified products



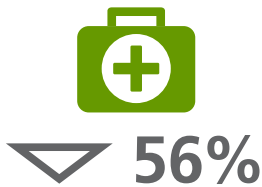
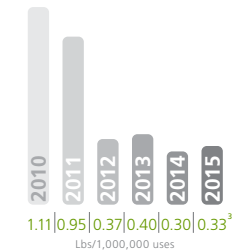
### Waste Recycled

**+6%** change since 2010  
ratio of waste recycled vs.  
waste produced



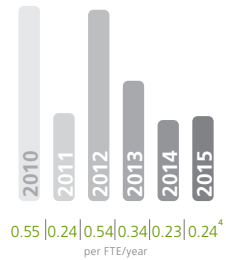
### Hazardous Waste

**-70%** change since 2010  
weight of hazardous waste treated  
or transported



### Accidents

(Lost Time)  
**-56%** change since 2010



1. GHG Emissions: Absolute emissions are essentially unchanged in 2015 relative to 2014; however due to adjustments for operations activity in 2015 indexed relative GHG emissions show a small increase for 2015.  
 2. Waste Recycled: Implementation of waste reduction programs have been more efficient on recyclable waste such as cardboard than non recyclable waste. This can explain the reduction in the metric.  
 3. Hazardous Waste: This increase is due to normal production process  
 4. Accidents: Despite its slight increase, this metric remains low, well below industry's average (0.4 for our NAICS code)



Motivated by exceeding our 2015 goals and inspired by listening to feedback from our stakeholders, we set the bar high for 2020. We see opportunity to have a positive impact beyond our own operations, creating new sources of Sustainable Value for GOJO, our customers, people who use our products, our suppliers, our team members, our collaboration partners and our community.

# 2020 Sustainable Value Strategies & Goals



With a culture deeply rooted in caring for the well-being of others, we publicly committed to advancing the following strategic priorities and step-change 2020 goals. Further, we see the alignment of our goals with the **United Nations' Sustainable Development Goals (SDGs)**, which address how countries, companies and citizens worldwide are improving the lives of people across the world.

## SUSTAINABLE DEVELOPMENT GOAL ICON INDEX

- |  |  |  |  |  |  |
|--|--|--|--|--|--|
| <b>1 NO POVERTY</b><br>                  | <b>2 ZERO HUNGER</b><br>                     | <b>3 GOOD HEALTH AND WELL-BEING</b><br>              | <b>4 QUALITY EDUCATION</b><br>                       | <b>5 GENDER EQUALITY</b><br>                     | <b>6 CLEAN WATER AND SANITATION</b><br>              |
| <b>7 AFFORDABLE AND CLEAN ENERGY</b><br> | <b>8 DECENT WORK AND ECONOMIC GROWTH</b><br> | <b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b><br> | <b>10 REDUCED INEQUALITIES</b><br>                   | <b>11 SUSTAINABLE CITIES AND COMMUNITIES</b><br> | <b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b><br> |
| <b>13 CLIMATE ACTION</b><br>             | <b>14 LIFE BELOW WATER</b><br>               | <b>15 LIFE ON LAND</b><br>                           | <b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b><br> | <b>17 PARTNERSHIPS FOR THE GOALS</b><br>         |  |

## 2020 STRATEGIES & GOALS

### INNOVATE TO CREATE SUSTAINABLE VALUE



- Establish and maintain an industry-leading sustainable chemistry policy, including reducing our Chemical Footprint by 50% by 2020
- Double global sales from products with third-party certifications by 2020
- Reduce packaging by 15% by 2020

**3** GOOD HEALTH AND WELL-BEING



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



### ELEVATE PUBLIC HEALTH & WELL-BEING



- GOJO BHAG: Bring Well-Being to One Billion People Every Day
- Be the most recognized advocate for well-being through hygiene in our industry by 2020

**3** GOOD HEALTH AND WELL-BEING



**8** DECENT WORK AND ECONOMIC GROWTH



**4** QUALITY EDUCATION



### STEWARD A THRIVING ENVIRONMENT



- Recover and reuse or recycle 50% of dispenser materials from the value chain by 2020
- Ensure 90% of GOJO Strategic, Preferred and Collaborative suppliers meet GOJO Sustainable Value Responsible Sourcing Criteria by 2020
- Power GOJO distribution operations by renewable energy by 2020

**7** AFFORDABLE AND CLEAN ENERGY



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**13** CLIMATE ACTION



### FOSTER A CULTURE OF SUSTAINABLE VALUE



- Engage all employees in Sustainable Ways of Working (SWOW<sup>SM</sup>) by 2020
- Core processes are infused with SWOW<sup>SM</sup> to create Sustainable Value

**4** QUALITY EDUCATION



**8** DECENT WORK AND ECONOMIC GROWTH



We will begin reporting our progress on these goals in our 2016/2017 report.

# SUSTAINABLE VALUE MATERIAL TOPICS, 2020 GOALS & METRICS

## IMPLEMENTING SUSTAINABLE CHEMISTRY



**Establish and maintain an industry-leading sustainable chemistry policy including reducing our chemical footprint by 50%**

### GOJO CHEMICAL FOOTPRINT (CFP):

- Total mass of chemicals of high concern (CoHCs) in products sold by GOJO.
- Total mass of chemicals of high concern (CoHCs) in products sold by GOJO divided by total mass of chemicals in products sold by GOJO or by number of uses (dosage).

### HOW WE MEASURE:

Percent reduction of the GOJO Chemical Footprint normalized by the total number of uses.

### NOTES:

- GOJO adopted the definition of Chemicals of High Concern (CoHC) as defined by Clean Production Action in their Chemical Footprint Project Survey 2016 Guidance Document. To calculate the GOJO Chemical Footprint, GOJO will use the CPA reference list and include additional chemicals that GOJO considers as having other hazard traits but might not be included in the CPA list.
- Only chemicals used in products manufactured at Lippmann Campus in 2015 were considered for this first scan.
- LPK and Contractors are not considered.
- Cleaning/Maintenance supplies are not considered.

## OBTAINING RELEVANT PRODUCT CERTIFICATIONS



**Double global sales from products with third-party certifications by 2020**

### THIRD-PARTY CERTIFICATIONS CONSIDERED:

- Ecologo (North America and Europe)
- Ecolabel (Europe)
- USDA BioPreferred (United States)
- Green-Tag Certified (Australia)
- ABNT Colibri Green Seal (Brazil)

### HOW WE MEASURE:

Global sales from third-party certified products divided by total sales.

### NOTES:

Only GOJO sales; Laboratoires Prodene Klint products not included.

## SOURCING SUSTAINABLE MATERIALS



**Reduce packaging by 15%**

### HOW WE MEASURE:

Amount of packaging that has been: reduced, designed for recyclability, or uses recycled content.

### NOTES:

Only products produced at GOJO Lippmann Campus and Hand Sanitizing Wipes. Laboratoires Prodene Klint is not considered. Incoming component packaging is considered.

## DEVELOPING PRODUCTS & PROGRAMS TO REDUCE CUSTOMER WASTE



**Recover and reuse or recycle 50% of dispenser materials from the value chain**

### HOW WE MEASURE:

Weight of dispenser materials recovered and recycled divided by total weight of dispensers touched by GOJO Field Service Team.

### NOTES:

Only GOJO dispensers in the United States that are touched by GOJO Field Service Team (distributors are not included).

## MEASURING & REDUCING OUR MOST SIGNIFICANT ENVIRONMENTAL IMPACTS



**GOJO distribution operations powered by renewable energy**

### HOW WE MEASURE:

Amount of energy coming from renewable sources divided by amount of energy used for distribution operations (GOJO Distribution Center and GOJO Wooster Campus).

### NOTES:

Only GOJO operations are considered. Laboratoires Prodene Klint and contractors are not considered.

## ADVANCING SUSTAINABLE SUPPLY CHAIN PRACTICES



**90% of GOJO Strategic, Preferred and Collaborative suppliers meet GOJO Sustainable Value Responsible Sourcing Criteria**

### HOW WE MEASURE:

Percentage of Strategic, Preferred and Collaborative suppliers that submitted a GOJO Sustainable Value Scorecard.

### NOTES:

Only GOJO suppliers and contractors are considered. Laboratoires Prodene Klint suppliers are not considered.

**ELEVATING THOUGHT LEADERSHIP IN HYGIENE EDUCATION & PROMOTING PUBLIC HEALTH**



**Be the most recognized advocate for well-being through hygiene in our industry**

**HOW WE MEASURE:**

- Media impressions
- Social media conversations
- Conference participation
- Scientific publications

**NOTES:**

Only GOJO communications are considered; Laboratoires Prodene Klint communications are not considered.

**ELEVATE HEALTH & WELL-BEING**



**GOJO BHAG: Bring Well-Being to One Billion People Every Day**

**HOW WE MEASURE:**

Number of direct uses, plus the number of people reached by hand hygiene advocacy.

**NOTES:**

Only GOJO products and communications considered.

**INFUSE SWOW<sup>SM</sup> THROUGHOUT GOJO PROCESSES & CULTURE**



**Core processes are infused with SWOW<sup>SM</sup> to create Sustainable Value**

**HOW WE MEASURE:**

- Percentage of employees who self report (via SWOW<sup>SM</sup> survey results) as playing a team role in Sustainable Value projects (projects that contribute to progress against the sustainability 2020 goals, except of BHAG).
- Number of impressions from Sustainable Value communications.
- Number of employees who participate in SWOW<sup>SM</sup> Events (informational or learning events hosted by the SWOW<sup>SM</sup> team).
- Percent of employees (via SWOW<sup>SM</sup> survey results) who demonstrate the Sustainability Champion competency.







At GOJO, we view sustainability as a driver of innovation and work to create new sources of Sustainable Value by innovating our well-being solutions and the ways we work. Our strategy is to deliver category-leading innovation, using the best available technologies, and to design solutions that proactively address what matters most to our customers.

## Innovate to Create Sustainable Value

As we envision the possibilities, we consistently ask ourselves **“How might we?”** We seek to understand the latest science and thinking around sustainable materials, including chemistry and packaging. We consistently work to understand and address our stakeholders’ evolving preferences for sustainable solutions and practices. One way we do this is through our pursuit of third-party product certifications. This aligns with our approach to drive product improvements that deliver social, environmental and economic value, while fulfilling the market desire for effective products that promote human and environmental health.

We practice our Sustainable Ways of Working principle of Leading and Learning when we innovate, dedicating ourselves to leading our industry in sustainable practices and solutions while continuously expanding our knowledge and commitment to find better ones.



(Left to Right)  
**Chris Havanas**  
 GOJO Senior Regulatory Affairs Specialist II  
**Joe Kanfer**  
 GOJO Chair & Chief Executive Officer  
**Marcella Kanfer Rolnick**  
 GOJO Vice Chair  
**Nicole Koharik**  
 GOJO Global Sustainability Marketing Director  
**April Bertram**  
 GOJO Service Alerts Business Development Director



Well-formulated products combined with effective hand hygiene decrease risk for illness and infection. We formulate our products to protect against germs, maintain and improve skin condition, be aesthetically pleasing, and meet our high standards for safety and sustainability.

# Implementing Sustainable Chemistry

GOJO is the first company to publicly commit to reducing our chemical footprint by 50 percent in the next five years. No other company in the world has made such a strong declaration to advance sustainable chemistry. Our commitment to protecting human health drives our thoughtful formulations. Our intention is to continuously elevate the safety profile of our portfolio, while leading by example and encouraging others to reduce their chemical footprint.”



Amanda Copeland - GOJO Product Development Senior Scientist I

To guide our product development efforts, we adhere to The GOJO Sustainable Chemistry Policy, which outlines the guiding principles and fundamental approaches that influence our decisions and actions for implementing sustainable chemistry throughout our product portfolio.

According to Joe Sarley, GOJO Product Development Director, every potential new ingredient or material undergoes an exhaustive profiling process. “We look at new ingredients from a safety and regulatory perspective and consider how they would be used in our

formulations—looking at their value and function, weighing the risks and benefits and the implications of handling,” Joe explains. The complete process, which includes research, study and review, can last from three months up to a year. Profile information, including any points of concern, are compiled in a checklist system that informs the decisions of our various cross-functional work teams.

In 2015, GOJO was one of the first companies to participate in The Chemical Footprint Project (CFP), an initiative for measuring corporate progress to safer chemicals. CFP provides companies





Joe Sarley (Left)  
GOJO Product Development Director

Antonio Quiñones-Rivera (Center)  
GOJO Product Safety & Sustainability Manager

Nicole Koharik (Right)  
GOJO Global Sustainability Marketing Director

a framework for measuring progress as they select better alternatives and reduce their use of chemicals of concern. “Our participation in the CFP gave us a helpful framework to evaluate our chemical use, implement our sustainable chemistry policy, and it ultimately led to our ongoing work with the CFP and declaring our 2020 goal to reduce our chemical footprint by 50 percent,” said Antonio Quiñones-Rivera, GOJO Product Safety and Sustainability Manager.

Engaging as members of the CFP’s Chemical Work Group brings mutual value. With their help, we can precisely assess our chemical use and identify areas of opportunity, enabling us to strengthen our sustainable chemistry implementation plan and inform priority projects. This partnership has led to deeper knowledge on both sides around defining and addressing chemicals of concern and has further elevated GOJO as a sustainability leader.



*“We have GOJO demonstrating authentic leadership by stepping up and being the first company to publicly state a goal of reducing its chemical footprint. We look forward to working with other companies in measuring their progress to sustainable and healthy chemicals.”*

– Mark Rossi of Clean Production Action

**Enterprise-wide, GOJO team members are being introduced to our new “Simple Rules”—statements regarding chemicals, such as colorants, preservatives, surfactants, and more—to align our thinking and guide our decisions. We are proud to have several active and newly identified projects that will progress us toward our chemical footprint reduction goal. Going forward we will report our progress based on a 2015 baseline.**

## Sustainable Chemistry In Action

In 2015, GOJO undertook a reformulation project to enhance our non-antimicrobial foam soap portfolio. By increasing the use of biobased ingredients, we improved both the efficiency of its production and its sustainable attributes. The entire product line is now third-party certified, by EcoLogo™ and has earned the USDA Certified Biobased Product Certification®. The new formulation continues to deliver excellent performance and quality, and now delivers greater Sustainable Value.



# Obtaining Relevant Product Certifications

GOJO is proud to offer the world's largest portfolio of third-party certified hand hygiene products. In monitoring our sales and talking with our customers, we see increasing interest in adopting third-party certified products. Today, there is a growing expectation that our products are delivering "human and environmental health benefits," beyond our long-standing reputation for high performance, explains Nicole Koharik, GOJO Global Sustainability Marketing Director.



Chris Havanas (Left)  
GOJO Senior Regulatory Affairs Specialist II

Nicky Mortensen (Right)  
GOJO Regulatory Affairs Specialist

With third-party certified products, customers don't need to be experts in green chemistry. They can choose better options for human health and the environment with the knowledge that highly respected, third-party organizations have taken a science-based approach to verify our products' effectiveness, safety profile, sustainability benefits, and have audited our operation to ensure we are producing them in sustainable ways.

Our Regulatory Team collaborates with project teams and product managers to assess our products against third-party standards, and manage the certification process with third-party agencies. Additionally, our Regulatory Team provides valuable guidance to help our GOJO teams design products to meet third-party certification standards. "When we decide to pursue product certifications, we determine which certifications are most relevant, then we develop the product within the requirements and work with the third-party organization to provide the necessary documentation, testing, and feedback required for approval," says Nicky Mortensen, GOJO Regulatory Affairs Specialist.



***GOJO recognizes that developing products that are good for human and environmental health make it possible for our customers in healthcare facilities, schools, and other professional environments, to select high performing hand hygiene solutions, while supporting their sustainability goals. In 2014, third-party certified products accounted for nearly 24 percent of GOJO global sales.***

## PURELL® Advanced Hand Sanitizer Naturals



In early 2016, PURELL Advanced Hand Sanitizer Naturals, made with 93 percent naturally derived ingredients, was launched at retail, nationwide. This product is certified to the UL/EcoLogo Standard for Hand Sanitizers (UL 2783) and is certified through the USDA BioPreferred® Program for biobased content. In development throughout 2015, this product, made from plant-based alcohol and naturally fragranced using essential oils, is formulated to deliver the same effectiveness hospitals with PURELL Advanced Hand Sanitizer trust. This advancement represents our commitment to innovate in ways that meet our customers' evolving preferences. We will continue to innovate as we grow our product portfolio into new product categories, creating new opportunities to deliver well-being through third-party certified hygiene products.

## UL Recognizes GOJO

UL is a global independent safety science company with more than a century of expertise innovating safety solutions. Like us, they are focused on improving health and well-being. UL is dedicated to safe living and working environments. UL's third-party certification brings credibility; customers can trust the certified products they are using have undergone extensive testing and the product claims are backed by science.

UL's ECOLOGO Certified products, services and packaging are certified for reduced environmental impact throughout the product lifecycle. ECOLOGO Certifications are voluntary, multi-attribute, certifications. These certifications indicate a product has undergone rigorous scientific testing, exhaustive auditing, or both, to prove its compliance with stringent, third-party, environmental performance standards. These standards set metrics for a variety of criteria, including product performance as well as human health and environmental aspects such as chemical selection and toxicity, energy use, waste and packaging reduced, and packaging recyclability. Third-party certifications visibly demonstrate the GOJO commitment to sustainability.

GOJO has been a partner to UL since 2006—together we collaborate to help each other succeed. "We are trying to push the bar, with incremental steps on stricter criteria, where companies ahead of the curve are able to meet the new requirements for certification. Clients like GOJO are at the forefront and help keep us apprised of cutting-edge science. They are always ahead," explains Shyam Ramrekha, Sustainability Analyst in the ECOLOGO program. "GOJO provides us with scientific input for our standards and helps us realize where the gap is between the research and what is actually happening the marketplace."

UL commends GOJO for its 2020 Sustainable Value goal to double sales from third-party certified products. Paul Firth, Director of Service Development and Innovation at UL Environment says we are excited about this goal, which demonstrates leadership. "It's bold, aggressive and doable. I'm not seeing product goals like this. I get encouraged by this and how it can impact the marketplace. It represents the highest bar." UL is committed to supporting GOJO in our work to achieve this target.

*"We are trying to push the bar, with incremental steps on stricter criteria, where companies ahead of the curve are able to meet the new requirements for certification. Clients like GOJO are at the forefront and help keep us apprised of cutting-edge science. They are always ahead."*

**Shyam Ramrekha**  
UL ECOLOGO Sustainability Analyst



UL ECOLOGO Certification for Hand Sanitizer



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UL ECOLOGO Certification for Hand Cleaner



To create solutions that bring well-being to people and the planet, we are adopting more sustainable materials for formulations and packaging; this includes avoiding materials known to be harmful to humans and the environment and maximizing the use of better alternatives. Beyond the materials we select, we evaluate where they are coming from and the impact from sourcing the materials. We also apply life cycle thinking and LCA metrics to guide decisions and continuously improve our product designs.



Susan Bose  
GOJO Art Production Manager



Dale Loree  
GOJO Principal Quality Engineer



Jennifer Johnson  
GOJO Workplaces Manager

# Sourcing Sustainable Materials



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Our Sustainable Value Strategies led us to evaluate some of our most fundamental policies and processes to identify improvement opportunities. Here are some examples of our progress:

## MATERIALS

- Increasing the use of naturally derived ingredients in our products
- Completely eliminating the use of polystyrene
- Supporting the goals of Responsibly-Sourced Palm Oil (RSPO) as a member

## PACKAGING

- Conducting a baseline evaluation of GOJO packaging materials and identified opportunities to reduce packaging waste. We are embracing circular economy principles to inform our thinking
- Transporting PURELL® Advanced Hand Sanitizer 2oz. bottles between our manufacturing facilities, we switched from corrugated cardboard boxes to reusable totes

## PAPER

- Creating new partnerships with printers who value sustainability
- Using Forest Stewardship Council (FSC) certified paper ensures forests are managed carefully for generations to come. All of our paper is now FSC-certified or post consumer recycled paper

## Green Cleaning

We incorporate sustainability thinking into all that we do, from the well-being products we produce for customers, to the ways we care for our own facilities. Partnering with our janitorial vendor and customer, ABM Janitorial Services, we integrated their ABM GreenCare® system—a green-cleaning protocol that minimizes chemicals and particles in the air, prevents fatigue and reduces waste—into our janitorial program.

Our green cleaning program includes converting cleaning chemicals and paper/plastic products to ones that are environmentally preferred and meet or exceed the Environmental Protection Agency's percentage of post-consumer content. Cleaning chemicals are now dispensed using an automatic dilution control system to minimize waste and maximize cleaning efficiency. Reusable microfiber cloths and mops replaced paper towels and string mops and can be laundered hundreds of times before being replaced while providing superior cleaning. We are also adopting green cleaning procedures and appropriate staffing levels to ensure clean, healthy, high-performing workplaces with minimal impacts on the environment.

By implementing this program, we maximize both cleaning effectiveness and efficiency, while creating a healthy workplace environment for our team members and guests due to the program's focus on minimizing or eliminating potential health risks related to the janitorial maintenance of our workplaces.





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GOJO has dedicated 70 years to advancing the science of hand hygiene and developing safe and effective products for away-from-home settings. In collaboration with various thought leaders, organizations and individuals, who, like GOJO, are committed to improving health outcomes for people around the world, we work to reduce infection rates, transmission of potentially harmful organisms, and ultimately save lives. We have a long history of working with industry experts, such as professors and infection control professionals, who are “willing to change the status quo and think about things that are different to improve health outcomes,” says GOJO Hygiene Sciences and Public Health Advancements Vice President, Jim Arbogast, Ph.D.



Jim Arbogast, Ph.D.  
GOJO Hygiene Sciences & Public Health  
Advancements Vice President

## Elevate Public Health & Well-Being

Our founding was based on this very notion. Our co-founder, Jerry Lippman, collaborated with a Kent State University professor who guided the formulation of our first product with his knowledge of lanolin, oils, surfactants and creating stable gels. Collaboration is vital to bringing the world’s brightest and most cutting-edge ideas to our product development process. “At the end of the day,” Dr. Arbogast explains, **“it’s all about making advancements in public health outcomes.”**

**We are inspired by and aspire to achieve our big, hairy, audacious goal (BHAG) to Bring Well-Being to One Billion People Every Day. This goal keeps us focused on expanding our reach—both educationally and with our solutions.**



## Elevating Thought Leadership in Hygiene Education & Promoting Public Health

**Our commitment to public health and well-being and our dedication to advancing the science of hand hygiene and promoting the message about its importance is who we are. We regularly engage in studies, projects and educational outreach programs promoting public health, and we leverage new technologies to drive behaviors that improve well-being.**



Collaboration is vital to improving public health outcomes. This work is often done in conjunction with other experts in human health—professors, doctors, infection control professionals, hospitals, the World Health Organization, the Centers for Disease Control and Prevention (CDC) and various other non-governmental organizations.

An example of elevating our thought leadership is our partnership with the CDC's Division of Healthcare Quality Promotion and the CDC Foundation to eliminate healthcare-associated infections. The CDC's Clean Hands Count campaign provides hand hygiene educational materials and tools for patients, healthcare providers and caregivers in U.S. healthcare facilities including hospitals and long-term care facilities. "This partnership expands patients' and healthcare providers' knowledge of hand hygiene practices," said Charles Stokes, CDC Foundation President and CEO. "We are grateful to GOJO for their support to help protect patients from healthcare-associated infections." Additional examples are found in the highlight stories below.

### Antibiotic Stewardship

GOJO is committed to antibiotic stewardship. According to the CDC, each year in the United States alone, approximately two million people become infected with bacteria that are resistant to antibiotics and at least 23,000 people die annually as a direct result of these types of infections. Many more people die from other conditions that were complicated by an antibiotic-resistant infection.

Science indicates the root cause of antibiotic resistance is over-prescription and overuse of antibiotics by humans and in animals. Antibiotic overuse results in the inability to prevent and control infections as certain bacteria develop defenses against entire classes of antibiotic compounds. GOJO is deploying solutions that prevent the need for antibiotics and therefore reduce the burden of resistant organisms. A primary prevention approach is effective hand hygiene. Practicing good hand hygiene—handwashing and hand sanitizing—prevents infections from happening and, in turn, reduces the use of antibiotics.

In June 2015, GOJO joined more than 150 other organizations at the White House for the White House Forum on Antibiotic Stewardship. This event brought together Federal and private constituencies involved in the development, promotion and implementation of antibiotic stewardship activities to ensure the responsible use of antibiotics in the United States. We are committed to supporting these activities through Public Health Education efforts and collaborative studies with the CDC, other government agencies and public health organizations to advance the science of hand hygiene and infection prevention.

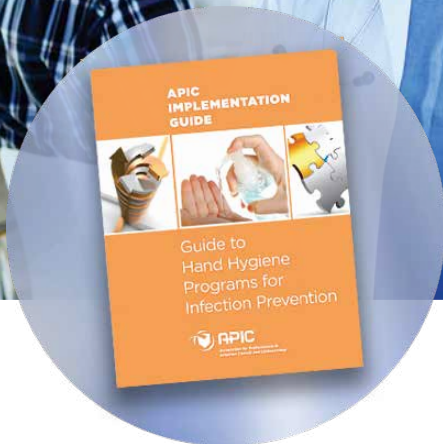
GOJO also supports the CDC's "Get Smart" program with very deliberate, multi-year media efforts, targeting healthcare and public health leaders, educators and parents, to raise awareness of hand hygiene as a preventive measure to reduce health risks from antibiotic resistance.



## GOJO and Medical Mutual of Ohio Study

In 2016, GOJO published a study, "Impact of a Comprehensive Workplace Hand Hygiene Program on Employer Health Care Insurance Claims and Costs, Absenteeism, and Employee Perceptions and Practices," in The Journal of Occupational and Environmental Medicine (JOEM). The study, led by GOJO Vice President of Hygiene Sciences and Public Health Advancements, Jim Arbogast, Ph.D., found that offices with PURELL® Hand Sanitizer and Hand Sanitizing Wipes throughout the building and at employees' desks resulted in 24.3 percent fewer healthcare insurance claims for hand hygiene preventable illnesses, such as respiratory illnesses. This study was a collaboration between GOJO and Medical Mutual of Ohio, the oldest and largest health insurance company headquartered in Ohio, and further found that having PURELL products in the office resulted in eight out of 10 employees reporting a positive impression of their employer, and a 13.4 percent decrease in employees needing to take sick time or unscheduled Paid Time Off.

"As a health insurance company we look for ways to help employers improve the health of their workforce," said Kathy Golovan, Medical Mutual Chief Health Officer and Executive Vice President. "The significance of this study is that it demonstrates an immediate health solution for employers that is easy to implement, cost effective and one that employees clearly value. Employers often focus on long-term chronic diseases like diabetes, heart health and weight loss of their workforce, but short-term solutions like a hand hygiene program can be impactful because it can quickly improve the health and wellness of their employees without economic stress to the organization."



## GOJO Sponsors APIC Guide

As an industry leader, GOJO sponsors best practice protocols for improved hygiene, like the recently released Guide to Hand Hygiene Programs for Infection Prevention, from The Association for Professionals in Infection Control and Epidemiology (APIC). The guide, developed based on expertise from industry professionals in both practice and research settings, is designed to clearly and simply communicate updated best practices. Topics such as regulatory oversight and reporting, hand hygiene products, hand hygiene monitoring and strategies for infection prevention are covered in the guide. "GOJO is proud to sponsor," says Joey Suntken, GOJO North American Acute Care Market Director. "Our Purpose is Saving Lives and Making Life Better Through Well-Being Solutions, and in the healthcare realm, there is nothing more important than patient safety. Anything we can do to promote better hand hygiene practices, with the latest technology or most current knowledge of best practices, that's where we want to focus."





In addition to increasing hand hygiene education, GOJO is on the forefront of hand hygiene electronic monitoring technology with our industry-leading GOJO® SMARTLINK™ Hand Hygiene Solution. A combination of sensors and smart dispensers track if providers practiced hand hygiene in the appropriate situations, leading to a 50-60 percent improvement when the GOJO SMARTLINK program is in place. Our goal is to make compliance easy and provide healthcare workers with hand hygiene products that are pleasing to use and maintain skin condition in an effort to prevent the spread of healthcare-associated infections.



*“Offices with PURELL® Hand Sanitizer and Hand Sanitizing Wipes throughout the building and at employees’ desks resulted in 24.3 percent fewer healthcare insurance claims for hand hygiene preventable illnesses.”*

**Jim Arbogast, Ph.D.**  
GOJO Hygiene Sciences & Public Health  
Advancements Vice President

## Partnering to Advance Sustainability

Stakeholder Collaboration—one of our SWOW<sup>SM</sup> five core principles (see p.43)—helps GOJO to expand our resources and knowledge, learn about new opportunities and create new sources of Sustainable Value. “GOJO builds partnerships where we can establish common ground based on mutual interests,” says Nicole Koharik, GOJO Sustainability Marketing Director. In sustainability, no one has all the answers because it is always evolving. Partnerships help to strengthen both our internal competencies and our industry leadership position.”

Antonio Quiñones-Rivera, GOJO Product Safety and Sustainability Manager, explains “These are two-way partnerships, sometimes we lead and learn, and sometimes it is the other way around. For example, through our participation with the Chemical Footprint Project, we worked together with leaders of Clean Production Action to define the approach identifying chemicals of high concern.”

When we are evaluating partnership opportunities, we want them to be mutually beneficial. We invest heavily in partnerships that align with our Purpose. You can view some of our key partnerships here.

Marty O’Toole, GOJO Industrial and Government Vice President & General Manager, explains, “At times, we find that other organizations are faced with the same challenges as us. We found one way we can help overcome these obstacles is by sharing our thinking and helping the right conversation to take place and by offering different ways to approach the issue.”



## Green Chemistry and Commerce Council (GC3)

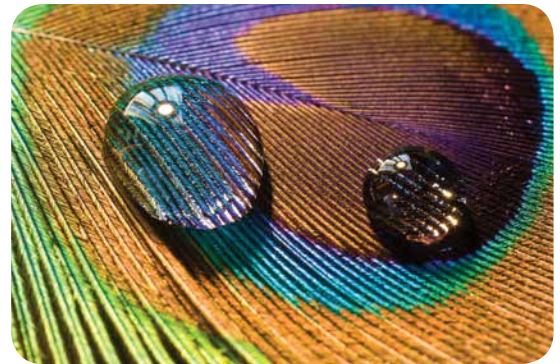
The GC3 is a business-to-business forum that advances the application of green chemistry and design for environment across supply chains. It provides an open forum for organizations who compete in the marketplace to collaborate and share information and experiences regarding common challenges and opportunities for safer chemicals and products. To join the organization, one must subscribe to GC3 principles, a decision GOJO took seriously and evaluated closely before making the commitment to join.

## Great Lakes Biomimicry

Biomimicry is an approach to innovation that seeks sustainable solutions to human challenges by looking to nature for inspiration. GOJO is using the emerging discipline of Biomimicry to help translate biobased strategies into innovative solutions.

Great Lakes Biomimicry helped launch the Biomimicry Fellowship Program, establishing research, technology and capability-building partnerships between PhD students and external sponsors. As a recognized leader in sustainability and Open Innovation, GOJO was one of the first companies to sponsor a Biomimicry Fellow through the program.

With the help of the GOJO University of Akron Fellow, we conducted two Biomimicry-based innovation workshops, gathering cross functional teams of marketers, engineers, scientists and chemists to look at nature to find models that fulfilled our functional needs. These workshops have resulted in six patent applications and many novel designs and approaches that we are working to further develop. A published case study with more details on these workshops and the approaches we used is available at the Great Lakes Biomimicry website.



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## SkillsUSA

“It’s no secret,” says Marty O’Toole, GOJO Industrial and Government Vice President & General Manager, “One of the most pressing challenges facing the skilled trades is how they can attract younger talent to join their workforce.”

SkillsUSA is a national organization serving high school and college students preparing for careers in technical, skilled and service occupations. GOJO began its partnership with SkillsUSA in 2014 by sponsoring the Community Service Project at its National Conference. Leadership through civic engagement is an integral principle of the association and a shared belief of GOJO. Hence, this proved to be the perfect way for us to begin to build and strengthen this relationship.

In 2015, GOJO wanted to further expand this relationship. In addition to exhibiting at SkillsUSA’s National Conference in Louisville, Kentucky, and once again sponsoring the conference’s Community Service Project, GOJO also connected through state-level involvement and began developing hand hygiene curriculum.

In April 2015, GOJO exhibited at the state conference in Columbus, Ohio, and Megan DiGiorgio, MSN, RN, CIC, a GOJO Healthcare Clinical Specialist, served as a judge for the practical nursing competition. By joining forces with our Healthcare Team, we further demonstrate the important role hand hygiene plays in helping to keep people healthy in a multitude of professions.

Our collaboration with SkillsUSA has brought with it a great opportunity to build relationships with and educate our future about the importance of hand hygiene.





# Steward a Thriving Environment



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**Keeping our planet healthy is core to keeping people healthy. We need a thriving environment—flourishing forests, clean water and unpolluted air—to support the well-being of people and all forms of life. A vital component to this is using resources wisely. This is why we set environmental stewardship goals and track and report our progress.**

In 2010, GOJO first announced our voluntary five-year goals to minimize our environmental impact—committing to reduce emissions, water use and solid waste. By 2013, we exceeded our reduction targets; however, we did not stop there. In 2015, when we reflected on our accomplishments, we chose to raise the bar. Our 2020 Sustainable Value Goals touch our entire value chain, from suppliers to operations to end-of-product-use waste management. These goals are an illustration of our commitment to leading and learning, innovating to create Sustainable Value and continuing to find new ways to create social, environmental and economic value for all our stakeholders.





## Developing Products and Programs to Reduce Customer Waste

GOJO dispensers are located within schools, healthcare facilities, airports, in public restrooms and many other places, making hand soaps and hand sanitizers easily accessible. GOJO completes numerous dispenser installations a year, with a single installation ranging from just a few dispensers to more than 10,000. In many cases, we are replacing old dispensers and historically, these dispensers ended up in our customers' waste streams headed to landfills.



As part of our commitment to supporting our customers' sustainability goals and reducing the impacts of our products across their life cycle, we became the first in our category to establish a dispenser recycling program in 2014. We embraced our core principle of leading and learning by starting with a pilot program, developed in coordination with our new Field Services team to ensure accuracy, quality and customer satisfaction. During this phase, we worked with a small number of customers to recycle nearly 10,000 dispensers. GOJO coordinated the entire effort, from rental trucks to recycling centers. As more customers became interested in the program, we officially launched the program in 2015 and collaborated with a third party to manage the recycling process.



Rich Clark  
GOJO Field Operations Vice President

In 2015, we kept nearly 50,000 pounds of dispenser materials from reaching the landfill. Instead, these materials went on to become sprinkler systems, computer cases and two-liter bottles. However, setting up a recycling program brings with it challenges. There are mixed materials in dispensers, such as different types of plastics, springs and batteries. Our third-party partner does the disassembling and works to find customers for the various materials, and we turned to our product development team to find ways to make dispensers easier to recycle. "One change we made was removing a sticky adhesive strip from the back of every dispenser, making it easier to dismantle and recycle," says Rich Clark, GOJO Field Operations Vice President. We are still working to overcome challenges with recycling batteries; given the metals they contain, batteries are managed as hazardous waste. Our goal is to recover and reuse or recycle 50 percent of dispenser materials from the value chain by 2020.

Working to reduce our customers' waste goes beyond our dispenser recycling program. In the past, if we were doing a large installation, it was common for us to ship several hundred extra dispensers that were left behind and often never used. We are now right-sizing orders, reducing the footprint associated with manufacturing, shipping and handling these unused dispensers. Beyond dispensers, we are also taking steps to increase the recyclability of other GOJO products.

We are inspired by circular economy principles, which emphasize regenerative design to keep products, components and materials at their highest utility and value at all times. While we work to strengthen our dispenser recycling program, we will look for additional ways to deliver increased Sustainable Value for our customers and our business.



# Advancing Sustainable Supply Chain Practices

Engaging with our suppliers is vital to creating new sources of Sustainable Value. “It is a very exciting moment for GOJO to expand sustainability to our suppliers,” says Oscar Uzcategui, GOJO Global Sourcing Senior Director. “We have achieved and exceeded our operational sustainability goals. Now we are looking at the end-to-end supply chain.” GOJO set a bold goal to ensure 90 percent of GOJO Strategic, Preferred and Collaborative suppliers meet GOJO Sustainable Value Responsible Sourcing Criteria by 2020. Collaborating with our suppliers is critical to achieving our other Sustainable Value goals. As a first step in advancing our Sustainable Value Sourcing program, GOJO requires all suppliers to read the Supplier Code of Conduct and return a signed copy.

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Our supplier sustainability program is focused on gathering data, providing a platform for feedback and collaboration and expanding to include new suppliers every year. GOJO developed a supplier scorecard in 2015, which we piloted in March 2016. The scorecard requests three types of information from our suppliers:

- 1. General information about the company, environmental metrics and how the design of GOJO products influences their sustainability program;**
- 2. Resources being used—quantitative data for energy, water and waste; and**
- 3. Materials—general chemical and/or material policies and packaging certifications, which provide details and examples of a specific GOJO product or process where modifications could increase Sustainable Value.**

The GOJO Sustainable Value Supplier Scorecard requires both quantitative and qualitative responses, providing not only data but also a written description about their practices, including the impacts of working with GOJO and opportunities to collaborate in new ways.



Oscar Uzcategui  
GOJO Global Sourcing Senior Director - International

**The GOJO Supplier Code of Conduct is made up of five sections:**

- **Compliance with Laws**
- **Human Rights**
- **Conflict Minerals and Substances of Very High Concern**
- **Environmental Compliance**
- **Ethical Business Practices**

The scorecard was developed in collaboration with our suppliers, whom we convened at our global headquarters in 2015 to introduce and receive their input on this new aspect of our sustainability program. The scorecard was first piloted with 10 suppliers from a wide cross-section of our supply chain. We were pleased with a 90 percent participation in the survey and are gathering feedback from our suppliers on the process. We will include 15 more suppliers in 2017, a total of 40 suppliers in 2018 and double that to 80 suppliers by 2020, which is equal to 90 percent of our Strategic, Preferred and Collaborative suppliers.

After our supplier engagement target is reached in 2020, we can begin evaluating supply chain progress. The supplier sustainability program and scorecard are not being used to select, disqualify, penalize or judge suppliers. Instead, these steps are encouraging dialogue, collaboration and product innovation as we continue to engage stakeholders throughout our value chain. We provide feedback and recognition to our suppliers. In the future, we aim to host workshops that bring together suppliers to share and highlight Sustainable Value accomplishments.



## Measuring and Reducing Our Most Significant Environmental Impacts

**Our commitment to reducing our environmental impacts is a vital part of our sustainability story. We look beyond compliance to best practices; we analyze our impacts, weigh the pros and cons of various options and make bold decisions to take action.**



In 2010, we put five-year voluntary goals and initiatives in place to reduce our environmental impact. We aimed to reduce water use by 30 percent, reduce solid waste by 25 percent and reduce greenhouse gas (GHG) emissions by 5 percent. We not only met these goals, but we exceeded them. You can view our five-year results on the Sustainability Goals & Metrics page. “We’ve seen better than expected results,” explains Tom Marting, GOJO Facilities & Resource Management Director. “We are continuing to drive those impacts down. Beyond the environmental benefits, there are efficiency and cost-saving benefits to our processes. Now, we’re looking beyond our own operations to address the impacts of our suppliers and customers.” We have an Environmental Management System in place, aligned with ISO 14001 requirements. Our Supply Chain Management Team and Environmental Management Team engage with our suppliers and cross-functional team members to actively manage energy, water and waste. “We engage the network and avoid silos and independent groups. That’s how we advance innovation throughout GOJO —through collaboration,” says Ron Hammond, GOJO Global Supply Chain Vice President.

In fact, Ohio Environmental Protection Agency (EPA) recognized GOJO for our strong sustainability program, significant progress, long-term goals and a continued commitment to sustainability, setting an exceptional corporate example. In 2012, we received the bronze level award from the Ohio EPA’s Encouraging Environmental Excellence (E3) Program. We then earned a silver level award in 2015 and a gold level award also in 2015, becoming the first and only company in the State of Ohio to earn this award at all three levels of distinction.

*“We engage the network and avoid silos and independent groups. That’s how we advance innovation throughout GOJO—through collaboration.”*

**Ron Hammond**  
GOJO Global Supply Chain  
Vice President



(Left to Right)

**Sheryl Cooper**  
GOJO Machine Operator II

**Rick St. Clair**  
GOJO Machine Operator II

## SafeWater Project

In 2013, GOJO chartered a cross-functional team focused on finding new ways to more efficiently and effectively clean and sanitize our equipment without using harsh chemicals and hot water. The team landed on a SafeWater technology, which utilizes salt, water and electricity suitable for cleaning and sanitization. The technology reduces water, shortens changeover time and saves energy as well as the cost associated with expensive chemicals. In addition to the water savings associated with less rinses between cleaning and sanitizations, we estimate we will reduce incoming water by approximately 6 million gallons per year by utilizing the waste water stream from an on-site reverse osmosis system as the feed source to produce the cleaning and sanitization solutions.

Fast forward two years, and the SafeWater system installation at the GOJO Lippman Campus is complete. This included implementation of approximately 25 percent of the points of use. Implementation of the remaining 75 percent points of use is slated for 2016. This system will also be installed at the GOJO Wooster Campus.

*The technology reduces water, shortens changeover time and saves energy as well as the cost associated with expensive chemicals. we estimate we will reduce incoming water by approximately 6 million gallons per year.*





## GOJO Wooster Campus

In May of 2015, GOJO announced we would lease 1.3 million square feet of industrial campus space in Wooster, Ohio, to house our growing manufacturing and distribution operations. Rather than causing significant environmental impact and ecosystem disruption by building a new site on empty green space, we chose to renovate a vacated industrial facility in Wooster, looking through the lens of sustainability and efficiency. We estimate that renovating, rather than building new, saved approximately five million pounds of materials. The campus also provides access to a rail line, a transportation mode that has a much smaller carbon footprint than truck transportation.

As we move through the facility bringing sections of the building back to life, we implement sustainable design elements, including smart LED lighting systems, installing white membrane roofs to reduce heat island effects, polishing and sealing existing concrete floors rather than applying a resin coating, and installing a process water cooling system that utilizes Ohio's cool outside air with a water side economizer. In 2016, we started down the path of understanding how we might utilize renewable energy. By 2020, we plan to install a modular solar power array to power our Wooster distribution operations, ensuring the solar technology can expand as our business grows.

In addition to revitalizing the manufacturing space, our GOJO Wooster Campus is also creating new jobs in Northeast Ohio. GOJO expects to add more than 240 jobs as operations expand.



(Left to Right)

**Tom Marting**  
GOJO Facilities & Resource Management Director

**Ron Hammond**  
GOJO Global Supply Chain Vice President

**GOJO is reducing our transportation impacts as well. We are moving some of our transportation to rail and a dedicated truck fleet. By building our own custom tankers to haul ethanol, a low-density and lightweight substance, we can haul ethanol in right-sized vehicles, reducing fuel and emissions, and we avoid the need for washouts that are necessary with contracted vehicles, saving significant amounts of water. Going forward, we will continue our efforts to identify and reduce significant environmental impacts in our operations, and in our supply chain, to steward a thriving environment.**



# Foster a Culture of Sustainable Value



**Sustainable Ways of Working (SWOW<sup>SM</sup>) is our unique approach to integrating sustainability into everything we do. With SWOW, GOJO team members consider the social, environmental and economic impacts of their decisions and make improvements every day. This thoughtful consideration results in new sources of value for both GOJO and our stakeholders, including all those we touch and the environment. It is our desire to engage all team members in becoming sustainability champions, those individuals who embrace the three pillars of sustainability and encourage sustainable practices.**

Our thinking and decisions are guided by the five SWOW<sup>SM</sup> principles outlined in the GOJO Sustainability Policy.

## LEADING & LEARNING

We dedicate ourselves to leading our industry in sustainable practices and solutions while continuously expanding our knowledge and commitment to finding better ones. We are dedicated to leading the skincare category in promoting the health and safety of people while protecting the environment. We do our best within the changing current reality, and we innovate to lead the way.

## PROACTIVE CONTINUOUS IMPROVEMENT

Sustainable Ways of Working means establishing ways of thinking and working that drive progress today, while taking into account the needs of future generations. We consider life cycle principles to inform decisions and strive to predict and proactively manage the impacts of our actions. We constantly track, improve, measure and communicate our results.

## ECONOMIC RESPONSIBILITY

We use sound judgment, integrity and creativity to make prudent economic decisions that generate a return on investment for our company and stakeholders.

## ENVIRONMENTAL MANAGEMENT & COMPLIANCE

GOJO facilities and operations comply with all applicable government requirements. We establish and maintain appropriate environmental management procedures and pollution prevention measures for the nature of our operations, while identifying and managing environmental risk responsibly. Sensible and responsible environmental management is an objective for every GOJO employee. Our employees are expected to be familiar with and practice Sustainable Ways of Working.

## STAKEHOLDER COLLABORATION

At GOJO, we listen to our stakeholders and purposefully engage in meaningful dialogue to advance sustainability objectives. We seek relationships with a full spectrum of stakeholders to create attachment, accomplish breakthrough results and lower risk. Through stakeholder collaboration, we find common ground and create win-win situations.



# Infuse SWOW<sup>SM</sup> throughout GOJO Processes and Culture

Our Purpose and our 2020 Sustainable Value Goals ask each GOJO team member to share in the accountability for creating Sustainable Value. Our Enterprise Sustainability Governance Team and various business leaders are stretching our perspectives and thinking, educating our teams about the possibilities. At an individual level, mindsets are shifting to “how can I do even more good.” We work to empower team members to embrace sustainability as a driver of innovation—encouraging them to collaborate with peers to improve our processes and provide new sources of Sustainable Value.

Early in 2016, we chartered an SWOW Engagement Team, which is comprised of team members from across the enterprise, and formed sub-teams for Communications, Education & Support, and Guidance (guidelines and measurement). These teams will help to continue to shape the culture and advance SWOW across the enterprise by using a combination of communication, education and engagement methods to integrate sustainability into our thinking and processes. The SWOW team, as well as its sub-teams, meets often to accomplish their specific objectives to ultimately achieve our 2020 goal of engaging every employee in SWOW.

## SWOW Engagement Team Co-Leaders



Brittany Darrow  
GOJO Healthcare Marketing Associate I



Roberto Bellino  
GOJO Life Cycle Resources Analyst



## Leading & Learning

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This SWOW principle inspires us to develop industry-leading sustainable practices and solutions while continuously expanding our knowledge and commitment to find better ones. This is evidenced in the work we are undertaking to advance our 2020 Sustainable Value Goals. We joined a groundbreaking industry initiative to find the best ways to identify and eliminate chemicals of high concern. We are partnering with third-party certifiers to align our products with their certification requirements and found that we could also help inform them by sharing our expertise and scientific research. We entered uncharted territory to develop a dispenser recycling program, and we continue to evolve the program as we learn through experience with customers and external partners. These examples and many more are born from team members who demonstrate our Leading and Learning principle. When we asked GOJO team members what excites them about this work, we heard a range of answers from “It’s exciting to offer our customers sustainable options,” to “It’s interesting to see how our dispenser recycling program is now influencing product design and materials selection,” to “I like that we are thinking about the next generation and what it will be like when our kids grow up.”

Our SWOW Engagement Team has their sights set on unleashing the power of the entire GOJO team, especially those who want to contribute to sustainability and are seeking guidance to focus their efforts. We are leveraging SWOW to develop leaders for today and tomorrow by engaging all employees in SWOW, we will find inventive ways to achieve our 2020 Sustainable Value Goals and drive new sources of social, environmental, and economic value for GOJO and our stakeholders, including the lives we touch every day.

*“We work to empower team members to embrace sustainability as a driver of innovation—encouraging them to collaborate with peers to improve our processes and provide new sources of Sustainable Value.”*

**Roberto Bellino**  
GOJO Life Cycle Resources Analyst



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The General Standard Disclosures were not externally assured.

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G4-10	Our Team	9
G4-11	No employees are covered by collective bargaining agreements.	—
G4-12	Stakeholder Engagement & Materiality	12-15
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G4-30	Annual	—
G4-31	Please send your questions and comments to SWOW@GOJO.com.	—
G4-32	This report has been prepared in accordance with G4 Core.	—
G4-33	No data in this report has been externally assured.	—

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**SPECIFIC STANDARD DISCLOSURES**

The Specific Standard Disclosures were not externally assured.

DMA & Indicators	Location	Omission(s)
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# what matters most

Learn more about our sustainability commitment  
**Visit [GOJO.com/Sustainability](http://GOJO.com/Sustainability)**

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Hygiene & Healthy Skin  
**[www.GOJO.com](http://www.GOJO.com)**



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