

# Green Choices

SC JOHNSON 2013 PUBLIC SUSTAINABILITY REPORT

WINNING PRODUCTS



LESS WASTE



SMALLER FOOTPRINT



BETTER LIVES



GREAT WORKPLACES





# A Message from the Chairman and CEO

“At SC Johnson, we have long believed that business has both an opportunity and an obligation to make the world better.”

At SC Johnson, we have long believed that business has both an opportunity and an obligation to make the world better. Over the years, this belief has fueled advances in products, our operations, and how we invest in growing our business and supporting our communities.

Our latest environmental strategy focuses on finding ways to minimize landfill waste, further managing our footprint through greenhouse gas reduction and continuing to improve product chemistry. As in any year, we have seen some challenges, but we also have made notable progress.

The 2012/13 year brought significant investment in increasing our use of renewable energy. In December, we launched two wind turbines at our largest global manufacturing facility. Combined with two existing cogeneration units, the turbines enable the facility to generate, on average, 100 percent of its electrical energy onsite. In June, we began using purchased wind power for our manufacturing facility in Toluca, Mexico. In addition, we renewed and expanded our wind power purchase agreement for our facility in Bay City, Michigan.

We also have continued to pursue the twin goals of advancing our products and packaging, while working to minimize product-related waste. While our Greenlist™ numbers for the year declined due to some recalibration, as explained on page 9, we also invested in Greenlist™ training to further support product development efforts. In addition, we once again focused on engaging with consumers about environmental topics, including



introducing two new product lines in our Green Choices Marketplace that target reduced landfill waste: our **Smart Twist™** cleaning system and **Ziploc®** Brand compostable bags for commercial compost programs.

At the same time that we've taken action within the company, SC Johnson has also continued our legacy of investing in sustainable development. In 2012/13, we sponsored The Regeneration Roadmap, an initiative by GlobeScan and SustainAbility to map out sustainable development for the next generation. The findings, featured on page 32, provide insights on the leadership role the private sector must play for future sustainable development.

And, as always, SC Johnson continued investing during 2012/13 in making life better for families, including philanthropic contributions, malaria and dengue awareness programs, and our ongoing support of farming communities in Rwanda.

Together, these efforts embody SC Johnson's continuing, 360-degree commitment to the environment and to serving the greater good. It's a commitment the people of SC Johnson work to uphold each and every day, and I am incredibly proud of the positive impact for future generations.

A handwritten signature in black ink that reads "Fisk Johnson".

H. Fisk Johnson, Chairman and CEO

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Please help us drive dialogue about green choices.

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Follow us on Twitter:  @SCJGreenChoices

# 360° of Green Choices

SC Johnson's sustainability compass summarizes our current environmental and social objectives. We are midway through a five-year strategy that supports our ongoing, 360-degree commitment to creating winning products, ensuring less waste, reducing our footprint and helping make life better for families around the globe.



# Progress So Far

Here's a look at key results for year two of our current five-year environmental and social strategy.

## Winning Products

We work every day to develop winning products while continuously improving our ingredients and packaging choices.



Ingredients PG 9

**+26** percentage points of Better/Best ingredients used since 2001 as measured by our Greenlist™ process.



Products PG 10

**63%** Plastic savings vs. a standard spray bottle from our newest concentrated cleaners.



Packaging PG 11

Pounds of resin saved annually by using new Mr Muscle® bottles:  
**900,000**

## Less Waste

Reducing waste and increasing recycling are a priority for both our operations and our products.



Operations PG 13

**62%** Global manufacturing waste reduction since 2000 as a ratio to production.



Recycling PG 14

Pounds of waste recycled in 2012 at our largest global manufacturing facility:  
**8.6** million.



Materials PG 15

**10** New SKUs launched in 2012/13 that aim to help consumers reduce waste going to landfills.

## Smaller Footprint

We're committed to using more renewable energy around the globe and reducing our greenhouse gas emissions.



Energy PG 17

Energy consumption savings from more efficient servers in our data center:  
**23%**



Innovation PG 18

**10** Major renewable energy initiatives around the world over the last decade.



Carbon PG 20

**105,734** Tons of CO2 emissions eliminated from U.S. freight operations since 2007.

## Better Lives

Our efforts focus on making life better through philanthropy, education about mosquito-borne diseases and investments in families.



Contributions & Service PG 23

**\$210+** Million in philanthropic contributions over the past 10 years.



Disease Prevention PG 25

**15+** Years of awareness programs about mosquito-borne diseases.



Base of the Pyramid PG 26

Participants trained in a special sustainability program in Rwanda:  
**40+**

# Who We Are

## Enduring

127

years as a family company working to make life better around the world.

## Innovative

12

leading global brands including **Pledge**®, **OFF!**®, **Glade**®, **Kiwi**® and **Mr Muscle**®.

## Global

13,000

people globally selling products in virtually every country around the world.

SC Johnson is a family company. We make life better through innovative products, great workplaces, and responsible action toward people and the planet.



## Product Categories



### Air Care

Creating great scents and eliminating unwanted odors



### Home Cleaning

Keeping homes clean and hygienic



### Home Storage

Keeping food fresh and protecting non-food items



### Pest Control

Helping protect families from pests



### Shoe Care

Caring for shoes and helping them last

# SC Johnson at a Glance

SC Johnson is a 127-year-old family company and is one of the world's leading manufacturers of household cleaners and products for home storage, air care, pest control and shoe care.

## Business Profile

**Headquarters:**

Racine, Wisconsin

**Sales:**

\$9 billion annually

**Status:**

Privately held family company for five generations

**Industry:**

Household consumer products

**Markets:**

Products sold in virtually every country around the world

**Operations:**

70 countries

**Manufacturing**

**Locations Include:**

- Argentina
- Canada
- China
- India
- Indonesia
- Malaysia
- Mexico
- The Netherlands
- United States

## Principles and Stakeholders

In 1927, then-company leader Herbert F. Johnson, Sr., summarized the company's core beliefs by saying: "The goodwill of people is the only enduring thing in any business. It is the sole substance. The rest is shadow."

This philosophy, which was formally stated in 1976, explains SC Johnson's principles and expectations in relation to the groups of people to whom we are responsible and whose trust we have to earn.



Learn more at [www.scjohnson.com/principles](http://www.scjohnson.com/principles)

## Top Global Brands



# A Look at the Year

The 2012/13 fiscal year brought more advances as SC Johnson worked to keep making life better for families around the globe. Here's a look at key milestones in the year.

<p>JULY 2012</p> <p>SC Johnson acquires ITW's <b>Space Bag</b>® home storage brand</p>	<p>AUGUST 2012</p> <p>SC Johnson named to <i>Hispanic Business Magazine's</i> Best Companies for Diversity Practices list</p>	<p>SEPTEMBER 2012</p> <p>SC Johnson named a 2012 Best Company for Working Mothers for the 24th time</p>		<p>SEPTEMBER 2012</p> <p>SC Johnson honored with Clean Air Excellence Award from U.S. Environmental Protection Agency (EPA)</p>
<p>OCTOBER 2012</p> <p>SC Johnson receives 2012 Smartway® Excellence Award from U.S. EPA</p>		<p>NOVEMBER 2012</p> <p>United Nations and Foundation for Social Change honor SC Johnson as a Global Leader of Change</p>	<p>NOVEMBER 2012</p> <p>SC Johnson named among 25 World's Best Multinational Workplaces by Great Place to Work®</p>	<p>NOVEMBER 2012</p> <p>SC Johnson scores 100 percent on the Human Rights Campaign Corporate Equality Index</p>
<p>DECEMBER 2012</p> <p>SC Johnson powers up wind turbines at largest global manufacturing facility</p>	<p>JANUARY 2013</p> <p>SC Johnson receives RENEW Wisconsin award for using renewable energy</p>		<p>FEBRUARY 2013</p> <p>SC Johnson Mexico wind power purchase agreement increases renewable energy use to 86 percent</p>	<p>FEBRUARY 2013</p> <p>SC Johnson receives Climate Leadership Award for Aggressive Goal Setting from U.S. EPA</p>
<p>MARCH 2013</p> <p>SC Johnson launches <b>Smart Twist</b>® cleaning system, a refillable system for concentrated cleaners</p>	<p>MAY 2013</p> <p>Second exhibit opens at <i>The SC Johnson Gallery: At Home with Frank Lloyd Wright</i></p>	<p>MAY 2013</p> <p>SC Johnson launches <b>Ziploc</b>® Brand compostable bags for use in commercial composting programs</p>		<p>Plus, numerous SC Johnson operations were honored as "Great Places to Work." See page 29</p>

## Our Sustainability Commitment

At SC Johnson, we believe everyone is accountable for thinking about sustainability and taking a responsible approach to how we operate around the world.

Approximately 130 SC Johnson people hold roles with specific sustainability objectives, but we believe that leading in sustainability is part of everyone's role. As a result, rather than making environmental responsibility a separate function within SC Johnson, it is a shared objective. Senior leaders throughout the company have environmental targets as part of their accountability.

### The Power of Partnerships

We also recognize that along with what we can accomplish on our own, working with partners can help us have an even greater impact. During our 2012/13 fiscal year, this included:

- Participating in The Consumer Goods Forum, including its Global Packaging Project and resolution on net zero deforestation. [www.theconsumergoodsforum.com](http://www.theconsumergoodsforum.com)
- Consulting with the Biodegradable Products Institute to ensure our new **Ziploc**® Brand compostable bags meet standards and earn certification. See page 15.
- Participating in wind power programs with partners in Michigan, USA, and Toluca, Mexico, to increase use of renewable energy at our manufacturing facilities. See page 17.
- Collaborating with the Bill & Melinda Gates Foundation on projects working to combat the spread of malaria. See page 25.
- Working with the U.S. Agency for International Development (USAID) and The Norman Borlaug Institute for International Agriculture at Texas A&M University to help pyrethrum farmers in Rwanda. See page 26.

### Responsible Reporting

SC Johnson is in its 22nd year of publicly reporting progress on its sustainability objectives. This edition covers activity since July 2012 except where otherwise noted.

When we began publicly reporting on sustainability progress, there were no guidelines for doing so. We simply believed measuring our progress and sharing the results was the right thing to do. Today, we consider global best practices for reporting, while maintaining confidential information as a private company.

Questions about this report should be directed to Kelly M. Semrau, Senior Vice President – Global Corporate Affairs, Communication and Sustainability, at [kmsemrau@scj.com](mailto:kmsemrau@scj.com) or 262-260-2440. For further information about SC Johnson, our business or our legacy of leadership, please visit our website at [www.scjohnson.com](http://www.scjohnson.com)

### A Focus on Sustainability

These company functions focus on sustainability-related topics for SC Johnson globally:

- Environmental and Safety Actions
- Global Safety Assessment and Regulatory Affairs
- Research, Development and Engineering
- Safety/Health, Environment and Quality
- Global Sustainability
- Global Community Affairs
- Global Public Affairs and Communication
- Global Government Affairs

2012/13 HIGHLIGHT

More than  
**130**  
people hold sustainability-focused roles at SC Johnson

# Winning Products



## Ingredients

**+26** percentage points of Better/Best ingredients used since 2001 as measured by our Greenlist™ process.



## Products

**63%** Plastic savings vs. a standard spray bottle from our newest concentrated cleaners.



## Packaging

Pounds of resin saved annually by using new **Mr Muscle®** bottles:  
**900,000**

We work every day to develop winning products while continuously improving our ingredients and packaging choices.

## Company News in 2012/13

Continued our ongoing efforts to review and recalibrate our Greenlist™ process



Introduced another way for consumers to try concentrated, refillable cleaners



Expanded U.S. ingredient disclosure to include pest control products and antibacterials



# Dedicated to Continuous Product Improvement

With our internally developed Greenlist™ process, SC Johnson works to continuously select better ingredient options and improve our products and packaging.

When SC Johnson scientists create a new product or reformulate an existing one, they use the company’s internally developed Greenlist™ environmental classification process to select ingredients.

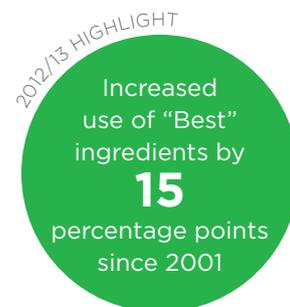
Our goal is to annually increase the proportion of ingredients in our products that have a lesser impact on the environment and human health. All SC Johnson products meet legal and regulatory requirements; the Greenlist™ process goes a step further by providing data to enable continuous improvement.

## How It Works

Using our Greenlist™ process, each potential ingredient is rated as “Best,” “Better,” “Good” or “O-rated,” for materials that can be used only in special circumstances. Since 2001, we have increased the percentage of “Better” or “Best” ingredients from 18 percent to 44 percent.

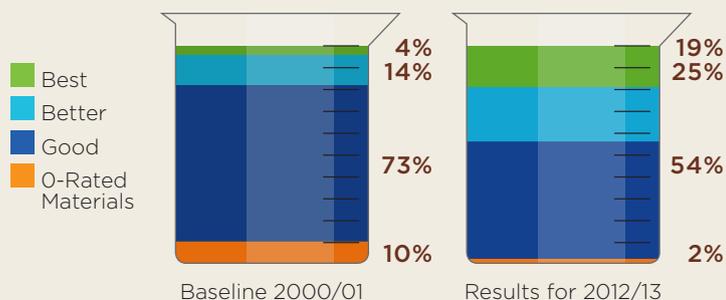
SC Johnson’s 2012/13 Greenlist™ scores are down somewhat from prior years, in part due to a recalibration that we put in place. In 2011/12, the score of high density polyethylene was changed in error, a fact which was corrected in this report. Ongoing review and recalibration is key to keeping the Greenlist™ process robust and meaningful. Our 2012/13 results were also affected by other factors, including newly acquired products that we are working to bring up to our standards.

In addition, the company is investing in ongoing internal training related to the Greenlist™ process, to drive continuing advancements. Over the years, using Greenlist™ has led to phasing out numerous less-desirable ingredients in favor of better choices. Examples include polyvinyl chloride and the insecticides DDVP and propoxur.



In 2011, we expanded our formal ingredient improvement targets to include packaging. We now report two data sets: overall improvement since 2001\* and packaging improvements since our 2011/12 baseline.

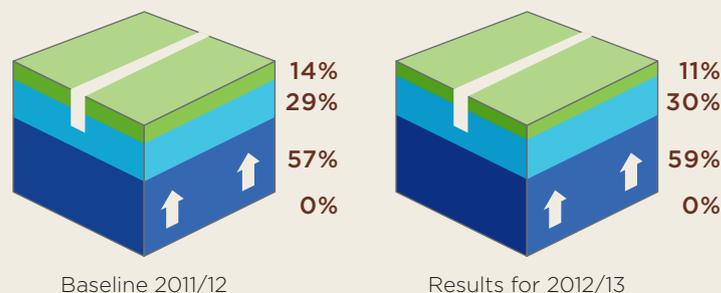
### Overall Improvement Since 2001\*



Rounded totals.

\*2012/13 results include chemical raw materials and packaging materials. The baseline year (2000/01) included only chemical raw materials.

### Packaging Improvement Since 2012





## Expanding Concentrates, Expanding Dialogue

Continuing our efforts to drive awareness of low-waste cleaning options, in 2013 SC Johnson launched the refillable **Smart Twist™** cleaning system.

Over the past few years, SC Johnson has been experimenting with concentrated cleaner refills as a way to minimize packaging waste. American consumers buy 320 million cleaning products in trigger bottles each year, and millions of them end up in landfills. If just 20 percent of those 320 million bottles were refilled rather than discarded, it could save millions of pounds of plastic.

To seize this opportunity, in July 2011 SC Johnson launched an online test of **Windex® Mini** concentrated refill pouch. We hoped to build awareness and dialogue about concentrates, and we heard from more than a thousand consumers with input about concentrates and their use. Using that insight, in 2012 we launched a full concentrates lineup in easy-to-pour, recyclable mini bottles.

### Introducing the **Smart Twist™** Cleaning System

This past year brought the national launch of yet another concentrated cleaning option: the innovative **Smart Twist™** cleaning system,

which builds on insights from an earlier test launch in two key U.S. markets. The **Smart Twist™** cleaning system is a reusable sprayer that employs concentrated refills. The sprayer draws just the right amount of water and mixes it with the concentrate for optimal performance. Consumers just fill the sprayer's water chamber with tap water and twist to switch between cleaners.

Choosing to use the **Smart Twist™** cleaning system and its cartridges helps minimize waste going to landfills. Compared to a standard spray bottle, the cartridges:

- Require 63 percent less plastic
- Avoid transporting 18.7 to 22.7 fl. oz. of water, depending on the formula

The cartridges also can be recycled in most community recycling programs.

SC Johnson now sells both **Mini** and **Smart Twist™** refills for **fantastik®**, **Pledge®**, **Scrubbing Bubbles®**, **Shout®** and **Windex®**. Learn more at [www.scjgreenchoices.com/store](http://www.scjgreenchoices.com/store)

2012/13 HIGHLIGHT

SC Johnson's concentrated refills are packaged in **recyclable** HDPE (#2) plastic

### 2011: **Windex® Mini Concentrated Refill Pouch**

Used 90 percent less plastic than buying a new spray bottle; however, the pouch couldn't be recycled.



### 2012: **Mini Concentrated Cleaner Lineup**

Mini bottles require 79 percent less plastic than a new spray bottle and can be recycled in most communities.



### 2013: **Smart Twist™ Cleaning System**

Automatically mixes water in a refillable sprayer. Refills require 63 percent less plastic than a new spray bottle, and are recyclable.



# Minimizing Waste with Packaging Improvements



As part of our environmental strategy, SC Johnson is working to reduce packaging and increase recycling of our products.

In SC Johnson's latest five-year environmental strategy, we specifically call out waste-reduction objectives related to products and packaging. We're working to increase post-consumer recycled content across our product packaging, decrease packaging overall, and offset virgin material use through partnerships and packaging advances.

## A Better, Lighter Mr Muscle® Bottle

An example of recent efforts has been a redesign of **Mr Muscle®** Cleaner packaging implemented in multiple countries around the



globe. It targets our goal of decreasing packaging overall. By selecting a new, lighter-weight trigger spray bottle and harmonizing bottles across markets, the company is saving more than 900,000 pounds of resin on bottles annually. The bottles will be about 9 percent lighter, which also reduces shipping weight.

An overall company project to systematically review and strategically minimize product materials led to further reductions in 2012/13, including a nearly 1.5 million pound reduction in corrugate use.

2012/13 HIGHLIGHT

Nearly  
**1.5 million**  
pounds of corrugate  
use avoided

## Engaging with Consumers about Sustainable Behaviors

Throughout 2012/13, SC Johnson continued working to engage with consumers about the environment. Using our Green Choices consumer site, Twitter and Pinterest, we talk with families about the choices they can make and their impact on the planet. A social media campaign this past year, called GreenGrams, highlighted sustainable behaviors including recycling and saving energy. Turn to page 38 to see more examples.



Join the conversation:  [www.scjgreenchoices.com](http://www.scjgreenchoices.com)  [@SCJGreenChoices](https://twitter.com/SCJGreenChoices)  [pinterest.com/SCJGreenChoices](https://pinterest.com/SCJGreenChoices)

# Less Waste



## Operations

62%

Global manufacturing waste reduction since 2000 as a ratio to production.



## Recycling

Pounds of waste recycled in 2012 at our largest global manufacturing facility:

8.6 million.



## Materials

10

New SKUs launched in 2012/13 that aim to help consumers reduce waste going to landfills.

At SC Johnson, reducing waste and increasing recycling are a priority for both our operations and our products.

## Company News in 2012/13



Continued reducing operational waste; seven SC Johnson sites are now considered zero landfill



Launched Ziploc® Brand compostable bags for use in commercial composting programs



Installed a closed-loop system to cut water consumption at our Michigan manufacturing site





# Operating Smarter, Reducing Waste

SC Johnson continues working toward zero landfill operations by eliminating materials sent to landfill through reuse, recycling and, ultimately, without the use of incineration.

Through 2012, 10 of SC Johnson’s manufacturing facilities around the globe had achieved diversion rates of at least 90 percent, including factories in North America, Asia, Latin America and Africa.

In addition, the company continues to pursue “zero landfill” status for operations. We define this as eliminating all materials going to landfill through reuse and recycling and, ultimately, without the use of incineration.

Seven SC Johnson sites are currently considered zero landfill: two in China and one each in Pakistan, The Netherlands, the United States, Poland and Canada. The U.S. site, our Bay City, Michigan, manufacturing facility, recycled more than 6.3 million pounds of waste in 2012/13 and has diverted 100 percent of its waste from landfills since November 2011.

## New Technologies Help Save

Bay City also introduced an initiative in 2012 that is helping minimize water waste. Water used to cool the high-speed manufacturing lines that produce **Ziploc®** Brand Slider Bags is now being recirculated through a closed-loop system. Since its installation, the system has already drastically reduced overall water consumption. Annually, it’s expected to cut water use by around 800,000 gallons.

## Targeting Global Waste Reduction

SC Johnson continues to progress toward its 2016 objective of reducing global manufacturing combined air emissions, water effluents and solid waste by 70 percent. Through 2012, we reached a 62 percent reduction compared to our 2000 baseline, as a ratio to production.

2012/13 HIGHLIGHT

Reduced global manufacturing waste  
62%  
percent since 2000\*





## Managing Packaging and Driving Recycling

Along with efforts to reduce the waste associated with products, SC Johnson is working to increase recycling among both consumers and employees.

An important aspect of SC Johnson's 2016 environmental objectives is minimizing waste by managing packaging. The company has set targets for increasing post-consumer-recycled content across product packaging, decreasing packaging across product lines and offsetting virgin material use. Product development efforts are underway as we work toward these improvements.

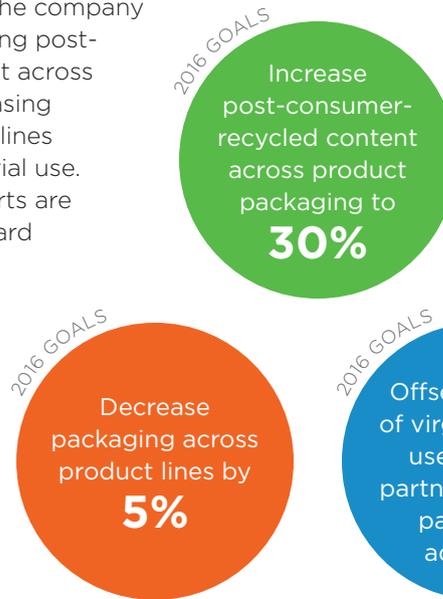
within **Toilet Duck®** packages in Thailand eliminated 128,000 pounds of corrugate annually. But beyond continuously improving our products themselves, we also continuously look for opportunities throughout other steps in the supply chain.

For instance, the bulk shipper for **Glade® Sense & Spray®** Automatic Freshener mini-aerosol refills was recently redesigned to hold 20 to 90 percent more product, depending on the unit size. The result of this design improvement is a savings of 172,000 pounds of corrugate annually.

Using social media channels such as Twitter, in 2012/13 SC Johnson promoted recycling to consumers through more than **850 posts.**

### Reducing Packaging with Smarter Design

In 2012/13, various efforts targeted paper and cardboard reduction in product packaging. For example, removing the cardboard partition



### Making Recycling Easy at Work

SC Johnson operations continue taking steps to increase recycling and minimize waste. Here are just three examples, from the company's facilities in Wisconsin:

- Employees took advantage of the hundreds of recycling bins located on SC Johnson campuses. In our Shred-It confidential recycling bins alone, about 615,000 pounds of paper were captured for shredding and recycling, equal to saving more than 3,600 trees.
- Company cafeterias discourage waste, too, including using plant-based cold beverage cups; corn-based disposable forks, knives and spoons; and compostable containers for to-go items.
- During a one-week recycling event across the company's U.S. campuses, almost 30,000 pounds of electronics, more than 1,000 batteries and nearly 100 cell phones were collected for recycling.



## Helping Encourage Commercial Composting

With new **Ziploc**® Brand compostable bags for commercial composting programs, SC Johnson is helping spotlight composting and its role in minimizing waste.

In May, SC Johnson launched compostable bags from the **Ziploc**® Brand. The bags are designed for use in commercial composting facilities that accept food scraps and compostable bags.\* The new bags provide a compostable storage solution that helps avoid plastic ending up in landfills, yet gives consumers the food freshness and convenience they expect from the **Ziploc**® Brand.

At the same time, the bags help draw attention to commercial composting programs by putting the well-known **Ziploc**® Brand behind them and, hopefully, encourage more communities to launch them.

### The Benefits of Commercial Composting

**Ziploc**® Brand compostable bags are designed for commercial and curbside composting programs, which are taking hold in a limited but growing number of communities. Because of their size and scope, commercial composters can reliably create the conditions needed for composting bio-plastics — a delicate balance of temperature, air flow, moisture and other factors. Bio-plastics generally can't be composted at home.

The bags are being sold initially through SC Johnson's online Green Choices Marketplace at [www.scjgreenchoices.com/store](http://www.scjgreenchoices.com/store). Since the bags are only for commercial composting, selling through this special channel enables us to dedicate space to educating about the bags and how they should be used, and also to invite dialogue and feedback from consumers.

**Ziploc**® Brand compostable bags are certified compostable under ASTM D6400 by the Biodegradable Products Institute.



\* Consumers should check locally to see if such a facility exists in their community. Not suitable for backyard composting.

2012/13 HIGHLIGHT

183

U.S. communities offer curbside compost collection

### Producing Compost, Too

Since selling the **Edge**® and **Skintimate**® brands to Energizer Holdings Inc. in 2009, SC Johnson has continued manufacturing products in Wisconsin through a sourcing agreement. In 2011, we launched a test to determine if the waste material that results from producing shave gel could be recycled for use as compost. Following an extensive test and validation, in 2013 the Wisconsin Department of Natural Resources issued a composting permit for high volume industrial waste to our partner, The Farm's Composting. This means SC Johnson can continue to divert waste from landfills and instead convert the material to a suitable feedstock for yard waste composting. We anticipate 385,000 pounds of waste material will be diverted and used for compost annually. The compost will be used by SC Johnson for landscaping purposes at our Wisconsin locations.

# Smaller Footprint



## Energy

Energy consumption savings from more efficient servers in our data center:

23%



## Innovation

10

Major renewable energy initiatives around the world over the last decade.



## Carbon

105,734

Tons of CO2 emissions eliminated from U.S. freight operations since 2007.

We're committed to using more renewable energy around the globe and reducing our greenhouse gas emissions.

## Company News in 2012/13



2012 Clean Air Excellence Award from the U.S. Environmental Protection Agency



Wisconsin Sierra Club Torchbearer Award for Commitment to Sustainability



Wisconsin Partners for Clean Air award for voluntary efforts to improve air quality





## Continuing Investment, Continuing Progress

With new energy projects at several SC Johnson sites, the company has continued to reduce its dependence on fossil fuels.

The 2012/13 year brought numerous advances in SC Johnson's efforts to improve energy use and reduce dependence on fossil fuels. First, in December, we powered up two wind turbines at our largest global manufacturing facility, Waxdale. Combined with the cogeneration systems already in place, the facility is now able to generate, on average, 100 percent of its electrical energy onsite.

### Introducing Wind Power in Mexico

In June, SC Johnson initiated an agreement to purchase wind power for our manufacturing facility in Toluca, Mexico, as part of the Comisión Federal de Electricidad's (CFE/Federal Electricity Commission) wind farm program.

The agreement will enable SC Johnson to increase use of renewable electricity at Toluca to an estimated 86 percent, up by 65 percent, and to decrease greenhouse gas emissions there by 57 percent. The program gets its clean energy from turbines in Oaxaca.

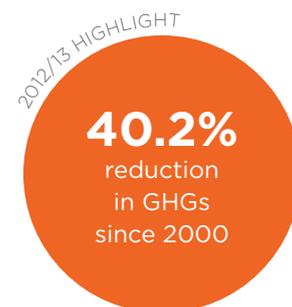
### Expanding Wind Energy in Michigan

Since 2008, SC Johnson has been purchasing wind power from a dedicated nearby wind farm to help power our Bay City, Michigan, manufacturing facility, which produces **Ziploc**® Brand bags. Over the years, this has helped keep about 28,000\* metric tons of greenhouse gas emissions out of the atmosphere annually.

In 2013, we increased these wind power purchases by 50 percent, representing an additional 14,000 metric ton reduction in greenhouse gas emissions per year at Bay City. This, along with the original purchasing agreement, results in a total reduction of 42,000 metric tons per year.

### Other Renewable Sources, Too

In addition to our wind power programs, SC Johnson continues to pursue other renewable energy efforts, including biofuels in Indonesia and solar energy in China (see pages 18 and 19). The company is exploring an additional biomass initiative that may launch in the coming year.



### SC Johnson's Global Energy Mix

Here's a look at SC Johnson's 2012 energy consumption around the world, by source.

DIRECT			INDIRECT
<b>52%</b> Natural Gas	<b>8%</b> Palm Shells	<b>2%</b> Kerosene	<b>65%</b> Purchased Electricity
<b>20%</b> Landfill Gas	<b>5%</b> Gasoline	<b>2%</b> LPG Gas	<b>34%</b> Purchased Renewable Electricity
<b>8%</b> Fuel Oil	<b>2%</b> Diesel	<b>1%</b> Wind & Solar	<b>1%</b> Purchased Steam

\*Conversion factors shift occasionally due to changes in grid mix. In 2012, the conversion factor for Bay City grid electricity was adjusted to 882 metric tons of CO<sub>2</sub> per million kWh of electricity. The Bay City numbers reflect this change.

# A Tour of SC Johnson's Renewable Energy Use Around the Globe

From our first renewable energy project in 2004 to our newest ones in 2013, SC Johnson has a long history of using innovative technologies to minimize our footprint.



## Wind Power

MT. PLEASANT,  
WISCONSIN



Two new 415-foot-tall wind turbines at our largest global manufacturing facility produce about eight million kWh of electricity per year.

**Cuts 6,000  
metric tons  
of GHGs\***



## Cogeneration

MT. PLEASANT,  
WISCONSIN



Two cogeneration systems use waste methane gas from a nearby public landfill and clean-burning natural gas to generate electrical energy.

**Cuts 47,250  
metric tons  
of GHGs\***



## Wind Power

MIJDRECHT,  
THE NETHERLANDS



Our first company-owned wind turbine launched in The Netherlands in 2009. It generates 50 percent of the electricity for the local facility.

**Cuts 2,100  
metric tons  
of GHGs\***



## Biofuel

MEDAN,  
INDONESIA



Using waste palm shells as a fuel source to heat water reduces local diesel fuel use by 80 percent and transfers a waste product back into the value chain.

**Cuts 6,000  
metric tons  
of GHGs\***



## Wind Power

LOWELL,  
ARKANSAS



SWIFT mini wind turbines at this sales office can generate as much as 3,600 kWh of electricity annually.

**Cuts 2.5  
metric tons  
of GHGs\***

\*GHG data represents annual savings.



### Wind Power

TOLUCA,  
MEXICO



Our newest wind initiative, purchasing wind power in Toluca, will enable the facility to get 86 percent of its electricity from renewable sources.

**Cuts 3,000  
metric tons  
of GHGs\***



### Biofuel

SURABAYA,  
INDONESIA



Our newest biofuel initiative uses waste husks from rice grains as a fuel source for heating water used in mosquito coil production.

**Cuts 7,090  
metric tons  
of GHGs\***



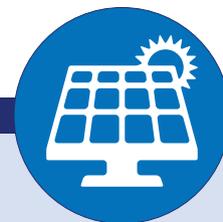
### Wind Power

RACINE,  
WISCONSIN



We've been testing three SWIFT mini wind turbines at our global headquarters campus to raise awareness of urban wind efforts.

**Cuts 580  
pounds  
of GHGs\***



### Solar Power

SHANGHAI,  
CHINA



Solar projects in Shanghai provide hot water heating for company operations, including aerosol production and quality control processes.

**Cuts 70  
metric tons  
of GHGs\***



### Wind Power

BAY CITY,  
MICHIGAN



Purchased wind power from a dedicated nearby wind farm supplies our Ziploc® Brand bag facility with about 67 percent of its electricity.

**Cuts 42,000  
metric tons  
of GHGs\***

Find out more: [www.scjohnson.com](http://www.scjohnson.com)

# Ongoing Progress in Carbon Reduction

As we continue working toward our latest five-year environmental objectives, we made progress in 2012 on both renewable energy and greenhouse gas reduction.

## Tracking Greenhouse Gas Emissions

SC Johnson's greenhouse gas emission reduction goal from 2011 to 2016 is to reduce emissions by 10 percent, which means improving on the 42 percent reduction achieved in 2011 to reach a 48 percent reduction by 2016.

In 2012, however, our progress fell a little short, as shown in the chart to the right. Emissions were up three percent, which translates to a 1.8 percentage point change versus our 2000 baseline.

That said, results for 2013 are tracking in the right direction, with emissions down significantly versus the expected pacing. This positive change is due to our new U.S. wind turbines being fully operational in 2013, as well as the additional wind energy purchases being made elsewhere around the world (see page 17).

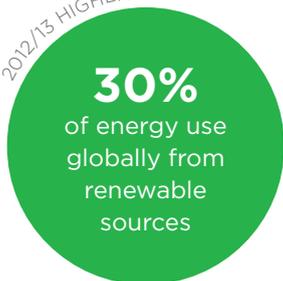
## Increasing Renewable Energy Use

Focusing on use of renewable energy globally, in 2012 SC Johnson held steady with 30 percent of energy coming from renewable sources. Again, we anticipate this number will change with the advances underway in 2013.

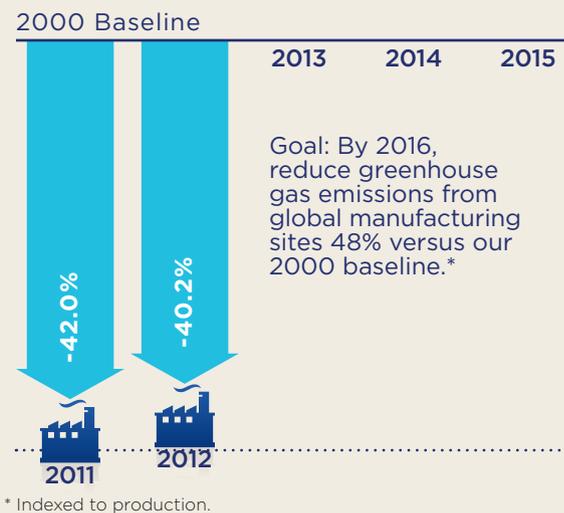
Last year, we began reporting on total renewable energy use; previously we tracked just electricity usage from renewable sources. Reporting total renewable energy is in line with industry standards and also enables us to track elements such as our palm shell and rice husk energy recovery in Indonesia and cogeneration in the United States.

The company's goal is to get 33 percent of total energy globally from renewable sources by 2016.

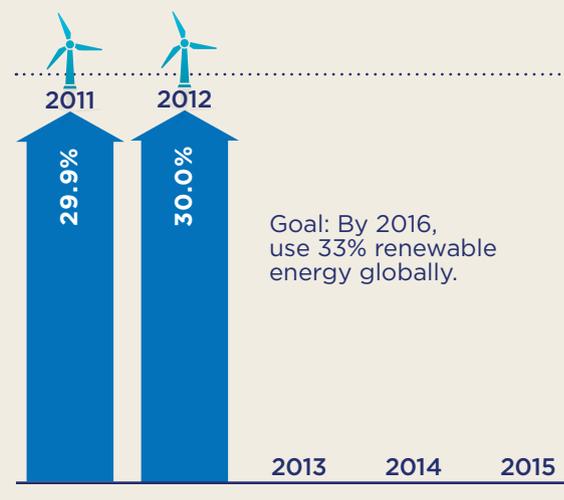
2012/13 HIGHLIGHT



## Global Greenhouse Gas Reduction



## Global Renewable Energy

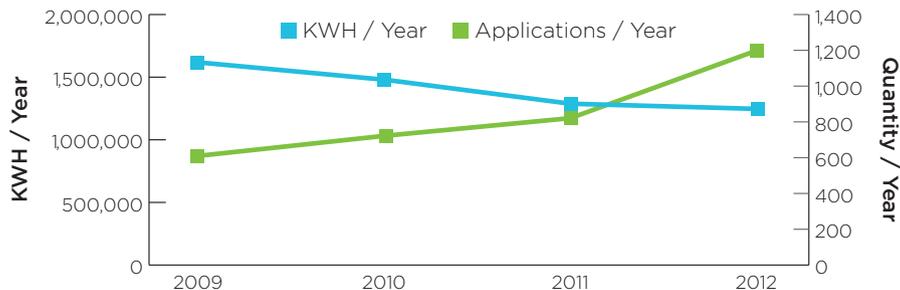




## Decreasing Energy Consumption for Data

Like most companies, a significant source of energy consumption at SC Johnson's headquarters is our data center, which runs hundreds of computer servers and thousands of applications that support our operations in the U.S. and internationally. Over the past four years, we've installed faster, more energy-efficient servers that have doubled the data center's computing power while decreasing energy consumption nearly 23 percent.

### SC Johnson Headquarters Data Center



This chart shows the change in the number of servers and applications running from the data center over the past four years, and the resulting decrease in electricity use.

## Smarter Transport

Since joining the U.S. Environmental Protection Agency's voluntary SmartWay® Transport Partnership in 2007, SC Johnson has eliminated 105,734 tons of CO2 emissions from our U.S. freight operations. The partnership aims to reduce transportation-related emissions by creating incentives to improve supply chain fuel efficiency. Our reductions come mainly from converting our U.S. shipping lanes to intermodal transport, an efficient combination of truck and rail carrier services.

Since 2005, total electrical use at SC Johnson's global headquarters has **decreased by 13 percent** despite adding 70,000 square feet of building space.

## More Recognitions in 2012/13

2013 Climate Leadership Award for Aggressive Goal Setting from U.S. Environmental Protection Agency



RENEW Wisconsin Renewable Energy Customer — Generator of the Year award



2012 SmartWay® Excellence Award from the United States Environmental Protection Agency

# Better Lives



## Contributions & Service

\$210+

Million in philanthropic contributions over the past 10 years.



## Disease Prevention

15+

Years of awareness programs about mosquito-borne diseases.



## Base of the Pyramid

Participants trained in a special sustainability program in Rwanda:

40+

Our efforts focus on making life better through philanthropy, education about mosquito-borne diseases and investments in families.

## Company News in 2012/13

Launched an online grant form to enable a more efficient contribution process



Drove dengue awareness in countries including Malaysia and The Philippines



Renewed our commitment to advance incomes and standards of living for Rwanda farmers





## Making Life Better Around the Globe

In 2012/13, SC Johnson continued its decades-long legacy of contributions and service in the communities where we operate and the world at large.

As a family company, SC Johnson has always believed that along with providing great products that make life better for families, we should have a positive impact in our communities as well. Wherever we operate, we should help make that place better because we are there. Third-generation company leader H.F. Johnson, Jr., called this the “Inside-Out” theory, based on the notion that a company can’t be healthy on the inside if its outside community isn’t healthy as well.

### Philanthropic Contributions

In the last 10 years alone, SC Johnson has made thousands of charitable contributions in the United States and internationally. Contributions worldwide have exceeded \$210 million, including corporate giving and that of SC Johnson Giving, Inc., our charitable foundation (formerly called The SC Johnson Fund). The company also donates hundreds of thousands of branded products each year to NGOs and people in need across the United States, through a partnership with Feeding America, and to communities in crisis, such as those affected by Hurricane Sandy in October 2012.

Our efforts assist existing non-profit organizations or programs focused on defined areas of interest including education, social services, sustainability and environment, community and economic development, arts and culture, and health. Giving targets hundreds of smaller grants each year as well as occasional large grants to support major or multi-year programs. Importantly, SC Johnson people give generously of their time, as well, with many people volunteering in their local communities around the world.

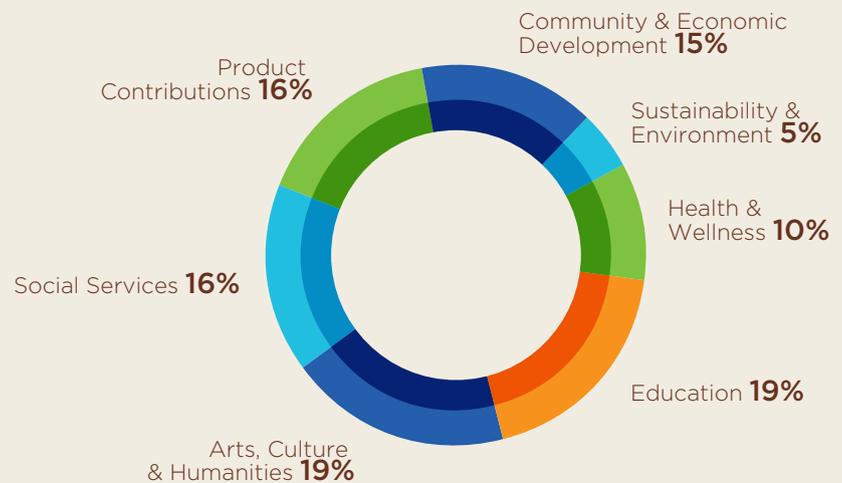
### Making Giving Easier

In 2012/13, SC Johnson moved the grant process online, with a new internet grant application that makes it easier for applying organizations to understand the company’s requirements and to submit information. Along with an online application, applicants can now find frequently asked questions covering everything from SC Johnson’s areas of support to the specifics of the application process. The new application and giving information is available on SC Johnson’s website at [www.scjohnson.com/socialresponsibility](http://www.scjohnson.com/socialresponsibility)



In the last 10 years alone, SC Johnson worldwide contributions have exceeded \$210 million.

### 2012/13 Global Contributions by Category



Excludes miscellaneous subsidiary contributions and funding to The Johnson Foundation.



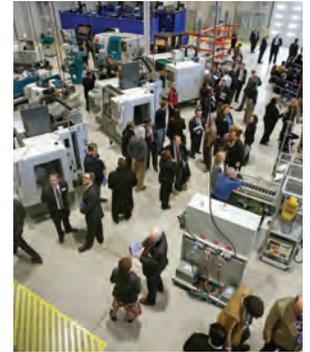
## Enabling Education, Supporting Our Community

Along with numerous small grants awarded each year, SC Johnson also presents a few large grants to support major or multi-year programs.

In February 2013, SC Johnson helped celebrate the grand opening of the expanded SC Johnson Integrated Manufacturing and Engineering Technology (iMET) Center at Gateway Technical College, near the company's global headquarters.

SC Johnson contributed \$1.7 million to Gateway to support the iMET Center expansion and programming, which includes a high-impact, manufacturing-related "boot camp" program. The newly expanded center hosts the region's first flexible manufacturing training center, designed to keep Racine County's workforce at the leading edge of manufacturing skills development through rapid, personalized training programs.

SC Johnson Chairman and CEO Fisk Johnson spoke at the grand opening and noted, "We are proud to support organizations like Gateway that are doing such good work within our community. Through their programming and hands-on learning approach, Gateway brings much needed, well-prepared graduates to the local workforce, strengthening the overall quality of life and economy of the area."



2012/13 HIGHLIGHT

**\$5  
million**

pledged to the  
National Museum  
of American  
History

### Celebrating American Innovation

In August 2013, SC Johnson announced a \$5 million contribution to the Smithsonian's National Museum of American History in Washington, D.C. The funds will support the museum's "American Enterprise" exhibition as well as a state-of-the-art conference center. SC Johnson Chairman and CEO Fisk Johnson explained, "As a 127-year-old family company, SC Johnson is pleased to support the Smithsonian and its 'American Enterprise' exhibition because it celebrates the evolution of American business and its influence on our world today." In addition, the conference center will enable the museum to reach people all over the world with interactive educational experiences.



## Helping Families Avoid Disease

As a leading global manufacturer of household pest control products, SC Johnson is passionate about education around insect-borne diseases and provides products to help.

Half a billion people are affected each year by insect-borne diseases such as malaria and dengue. At SC Johnson, we're continually working to make our pest control products work better and help teach families how to protect themselves from insect-borne diseases.

### Raising Dengue Awareness in Malaysia



In 2012/13, the SC Johnson Malaysia team, which markets the leading **Ridsect**® brand, conducted an extensive dengue campaign. It included house-to-house education in a dengue hotspot area, promotional booths and product samples in high traffic areas in Kuala Lumpur, a Facebook alert campaign, an educational competition for 100 schools and community dialogue with expert panelists.

Including face-to-face events and the extensive media coverage the program received, it ultimately



reached tens of thousands of people with information about mosquito misconceptions and how to protect families.



### Reaching 15 Years of Education in The Philippines

This year, SC Johnson Philippines reached its 15th year of helping and educating Filipinos about dengue with the **Baygon**® and **OFF!**® Iwas Dengue campaign. The program aims to create public awareness on the importance of proper household and community care in the fight against dengue. It involves house-to-house spraying of **Baygon**® products, distribution of **OFF!**® lotion and an educational caravan on how residents can fight dengue. Since it launched in 1998, the campaign has reached 1.65 million households, visited more than 4,000 communities and conducted more than 1,500 dengue educational caravans nationwide.



2012/13 HIGHLIGHT

14+

SC Johnson countries held awareness campaigns in 2012/13

### Funding Research, Fighting Malaria

Once again in 2012/13, SC Johnson continued collaborating with the Bill & Melinda Gates Foundation to support projects that are studying and advancing the use of consumer products against the spread of malaria. For example, SC Johnson and Cornell University's Center for Sustainable Global Enterprise are now in year two of a pilot program working to reduce the transmission of malaria by creating a new business model that brings repellents and insecticides to rural families.

## Helping Farming Families in Rwanda

Since 2009, SC Johnson has been working with partners to help farmers in Rwanda increase their incomes and standards of living. Our efforts continued in 2012/13.

Through a partnership with the U.S. Agency for International Development (USAID) and The Norman Borlaug Institute for International Agriculture, at Texas A&M University SC Johnson has been working to help strengthen and expand the capacity of local farming cooperative organizations in Rwanda and to further increase production and quality of the pyrethrum (py) they farm. The goal is to help farming families increase incomes and standards of living.

SC Johnson has renewed its investment in the program for another three years. Among other

elements of the program, the farmers receive training in financial management and other skills that equip them to be more effective in their business operations. During the program, crop yields have been enhanced and growth has exceeded project objectives.

Pyrethrum, or py, is an insecticide extracted from the dried flower heads of chrysanthemums. As the world's leading manufacturer of insect control products, SC Johnson needs a consistent supply of py for some of its well-known consumer insecticide products, such as **Raid®** and **Baygon®**.



SC Johnson's efforts in Rwanda in 2013 included sustainability training. Along with classroom sessions (top right) to discuss tools such as lifecycle analysis, the participants also took an observational field trip to the KZ Noir Ltd. CAFERWA/NKORA Coffee Washing Station to view and discuss sustainability practices (top left). Some participants also enjoyed a side trip to view gorillas in the wild (see page 27).





## Increasing Dialogue on Sustainable Business

A new element of the partnership in 2012/13 was a more formal focus on sustainability, including intensive training workshops led by SC Johnson in June. Custom-designed for stakeholders in Rwanda's pyrethrum sector, the program aimed to introduce sustainability tools, discuss the benefits of a sustainable approach for business, and engage participants in identifying and implementing a sustainability project.

First was a one-day workshop for leaders of participating institutions, with the purpose of sharing the high-level concepts and engaging with them on the information and next steps that would be completed by their teams. Next, a three-day program introduced sustainability concepts, corporate sustainability implementation, renewable energy use and greenhouse gas emissions reductions, waste minimization and reuse, and lifecycle analysis (LCA) and lifecycle thinking. The program format included presentations with interactive case studies and a field trip to the KZ Noir Ltd. CAFERWA/NKORA Coffee Washing Station to conduct an environmental analysis of its operations.



## About the Sustainability Training

### Among topics for the three-day sustainability training were:

- Rwanda's current sustainability efforts and programs
- Understanding environmental impacts including waste, greenhouse gas and water resources
- Introduction to lifecycle analysis
- Observational field trip to KZ Noir Ltd. CAFERWA/NKORA Coffee Washing Station
- Sustainability project development

### Participants came from a mix of government, nonprofit and private sector organizations, including:

- Ministry of Agriculture
- Rwanda Agricultural Board
- National University of Rwanda
- Pyrethrum sector, including Horizon Group, parent company of SOPYRWA and Agropharm Africa
- Coffee sector, including Starbucks, Dormans



# Great Workplaces

## Engagement

84%

Employee engagement score on annual opinion survey, for the fourth year in a row.

## Safety

0.46

Number of incidents per 100 full-time employees – surpassing the 0.50 global standard.

We work hard to create great workplaces built on respect, inclusion and doing what's right for the people who make SC Johnson a success.

## Company News in 2012/13

Second consecutive year of recognition on World's Best Multinational Workplaces list



Leader of Change recognition from United Nations and Foundation for Social Change



Visionary Award for Leadership and Governance from WomenCorporateDirectors



## Offering Great Places to Work

We believe that by creating and sustaining great workplaces around the globe, SC Johnson is contributing positively to families, our business, and the communities where we live and work.

Nothing is more important at SC Johnson than people. This infuses everything we do — from ensuring a culture of respect and inclusion, to offering competitive benefits and development opportunities, to driving programs designed to help keep people safe.

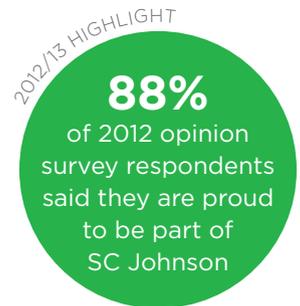
Fundamental to these principles is listening to the people of SC Johnson. That's why the company regularly conducts a global opinion survey. In the 2012 snapshot, satisfaction held steady across 18 measured dimensions and, for the fourth year in a row, overall engagement was at 84 percent. That's three points higher than the Fast-Moving Consumer Goods Norm provided by Towers Watson, our survey partner.

### Receiving External Recognition

Along with evaluating our workplaces internally, SC Johnson looks to external organizations for benchmarks related to employee satisfaction and commitment. In November 2012, the company was recognized on the second-annual World's Best Multinational Workplaces list from the Great Place to Work® Institute.

Chairman and CEO Fisk Johnson explained at the time, "Nothing is more important to us than the thousands of people who are a part of the SC Johnson family around the world. We are honored to be recognized as a top 25 best multi-national company for our workplace culture and to be included on multiple Great Place to Work® lists around the globe. These recognitions demonstrate our commitment to the diverse individuals who work hard every day to make this company a success."

The company also was recognized related to diversity and inclusion, for example receiving a 100 percent from the Human Rights Campaign Corporate Equality Index and being named for the 24th time among the "100 Best Companies for Working Mothers" by *Working Mother* magazine.



### Great Workplace Recognitions in 2012/13

In 2012/13, we were honored to once again be named on "great place to work" lists in many of the countries where we operate.



Argentina



Canada



Central  
America



Chile



India



Latin  
America



Mexico



Portugal



Spain



UK



Venezuela

# Continuously Improving Safety, Investing in Development

SC Johnson continues to invest in both safety enhancements and development opportunities for people at the company.

Over the past year, a new safety program has been helping SC Johnson drive toward the aspirational goal of zero injuries for both SC Johnson people and third-party contractors.

The initiative focuses on three key areas:

- Operating systems or enabling elements such as policies and standards; job-specific risk assessments; and hazard identification and mitigation
- Management infrastructure or sustaining elements such as the Manufacturing Performance Management System pillar structure; safety leadership development; rewards and recognition; and performance management
- Mindsets, behaviors and capabilities or driving elements such as leadership alignment and role modeling; and employee engagement through programs such as Employee Driven Safety (EDS)

## Communication is Key

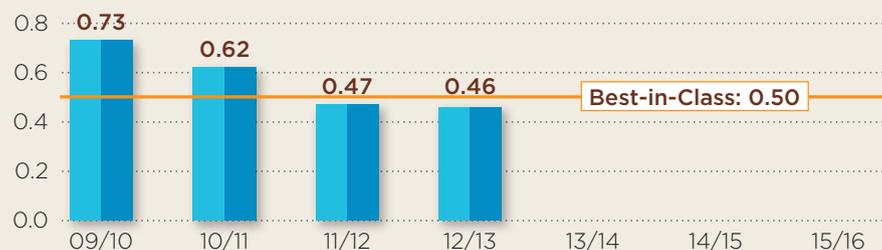
Central to this approach is a set of basic tenets – the Seven Safety Absolutes – that have been communicated worldwide to highlight the critical behaviors that must be understood and practiced in order to prevent serious injuries. Another key is EDS, which was underway at five manufacturing facilities around the globe during the past year and is continuing to be rolled out to other sites.

Thanks to these and other initiatives, we are making good progress toward being a behavior-based, employee-owned and line-led safety organization. SC Johnson measures this by total incident rate, which is the number of recordable incidents per 100 full-time employees in a given time frame. World class is 0.50 or less, and SC Johnson finished 2012/13 with a global total incident rate of 0.46.

2012/13 HIGHLIGHT

SC Johnson operations are regularly audited with **74** criteria, including safety

## Total Incident Rate



TIR measures incidents per 200,000 work-hours, which is approximately equal to 100 people working over a one-year period.

Through a new Skillbuilder online system, **all SC Johnson people** now have access to hundreds of training resources, from articles to e-learning. Additionally, a new Product Supply-focused online “university” covering more than **175 subjects** has had more than 51,000 page-views since July 2012.

## Inspiring Pride and Community

Offering a great place to work includes being a place where people are proud to contribute their time and energy.

Over the years, SC Johnson has made many contributions to its communities that inspire pride in employees. Plus, the company has a legacy of inspiring architecture, such as the Frank Lloyd Wright-designed Administration Building and Research Tower. In 2012/13, *The SC Johnson Gallery: At Home with Frank Lloyd Wright* continued as an example of an initiative that helps set both our community and our company apart.

### An Investment in Community and the Arts

*The Gallery* is a free exhibit on our global headquarters campus in Racine, Wisconsin, and is the result of a July 2011 agreement between SC Johnson and the Frank Lloyd Wright Foundation for a long-term loan of Frank Lloyd Wright artifacts. It showcases a rotating selection of Wright's designs and artifacts, and aims to explore his influence on families and the American home.

It provides a unique attraction for people to visit Racine, Wisconsin, our headquarters hometown.



Thousands of architecture enthusiasts visit SC Johnson's global headquarters each year to see Wright's renowned designs.

### Newest Exhibit: Usonia

In May 2013, the company unveiled the gallery's second exhibit, titled *Usonia: Frank Lloyd Wright's Vision of the American Home*. It celebrates "Usonia" — Wright's architectural vision for developing cities that featured practical, affordable and beautiful homes for the middle class. Within this concept, Wright pioneered new and innovative ideas related to energy, space and material efficiency.



2012/13 HIGHLIGHT

Nearly  
**7,000**  
people visited  
*The Gallery*  
in 2012/13



### Another Architectural Treasure

SC Johnson has a long history of inspiring architecture. The newest addition, Fortaleza Hall includes an array of features designed to energize and inspire — from amenities such as a concierge and fitness center, to a living vertical garden, to the airplane soaring at its heart, which is a tribute to Chairman Emeritus Sam Johnson and the spirit of adventure. Fortaleza Hall was awarded Leadership in Energy and Environmental Design (LEED) Gold Certification from the U.S. Green Building Council.

# Investing in Sustainable Development

A look at findings from The Regeneration Roadmap, a key initiative sponsored by SC Johnson in 2012/13.



At SC Johnson, we believe that companies should work to advance their own efforts, but also contribute to global dialogue about sustainable development. That's why the company has been a presenting sponsor of The Regeneration Roadmap, an initiative by GlobeScan and SustainAbility to develop a roadmap for achieving sustainable development within the next generation.

Explains Kelly Semrau, Senior Vice President – Global Corporate Affairs, Communication and Sustainability, “We work hard as a company to continuously improve our sustainable development, but we know we need to do even more. And to do more, we need to know what consumers are thinking. So we are always asking ourselves questions like, ‘How can we encourage consumers to keep sustainability in mind when choosing products?’ And, ‘How do we deliver a high-quality, economical and highly sustainable product all in one?’ We don’t have all the answers, but we never stop asking the questions, and The Regeneration Roadmap project was a wonderful way to support new research and gain helpful insights about what’s most important for future generations.”

### Exploring Consumer Behaviors

A key element of The Regeneration Roadmap was The Regeneration Consumer Study, an in-depth online survey of consumer attitudes, motivations and behaviors relating to sustainable consumption. Developed by BBMG, GlobeScan and SustainAbility, the study identified notable trends in how consumers think about and act on sustainable development issues.

While two-thirds of consumers said that, “As a society, we need to consume a lot less to improve the environment for future generations,” environmental impact was tenth among the top 10 purchase drivers for respondents.

### Top 10 Purchase Drivers

When you make or influence purchase decisions, which of the following factors would you say most influence you to try something different from your usual brand?



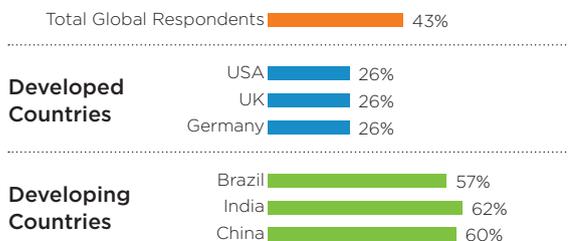
Note: Among respondents top 3 choices out of 16 options.

Environmental impact was number 10 among purchase drivers for survey respondents.

There are also notable differences in consumers’ stated commitment to act on their sustainable development beliefs. Only 26 percent of respondents from North America and Europe agreed with the statement, “In tough economic times, I am willing to pay more for products with social and environmental benefits.” In contrast, 60 percent of respondents from Brazil, China and India said they would pay more to protect the environment.

### Willing to Pay More for Green Products

In tough economic times, I am willing to pay more for products with social and environmental benefits.



Consumers in developing countries were more than twice as likely to say they would pay more for a product with environmental benefits.

**66%**  
of those surveyed said we need to consume less to improve the environment

**65%**  
feel a sense of responsibility to buy products that are good for planet and people

**74%**  
say businesses are responsible for working to improve the environment

Importantly, The Regeneration Consumer Study also identified an important consumer group to target — the “Aspirationals,” who represent not only the largest consumer segment, but also the group that wants to be sustainable in their purchases and beliefs.

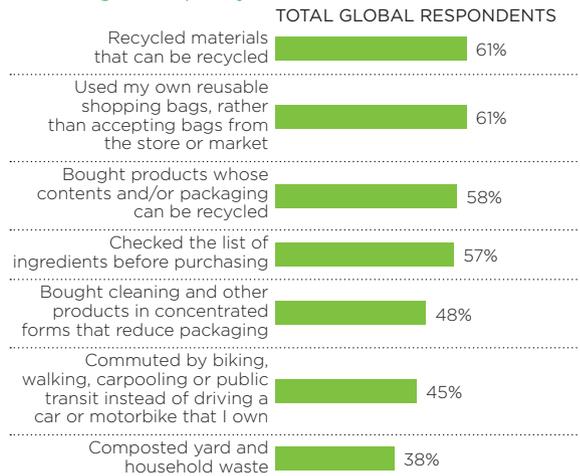
The report *Re:Thinking Consumption* explains, “Aspirationals care about style (65%), social status (52%) and equate shopping with happiness (70%). Yet, they are also among the most likely to believe that we need to ‘consume a lot less to improve the

environment for future generations’ (73%), highlighting the gap between aspirations and action.”

Building on this insight, companies like SC Johnson need to find effective ways of bringing environmental choices to the forefront when consumers go shopping — particularly Aspirationals — and helping explain their benefits. There is significant opportunity to engage with these consumers, since Aspirationals actively seek information from online social networks.

## Sustainable Behaviors

Please indicate how often you have done each of the following in the past year.



Note: 1 = never done, 5 = do it all the time  
% who chose 4 or 5 shown

Asked about how often they make sustainable behavior choices, respondents indicated their most common sustainable behaviors are recycling and using reusable shopping bags.

## The Roadmap for the Future

Along with consumer research, The Regeneration Roadmap project gathered a wide array of input regarding sustainable development needs for coming generations. The team conducted interviews with sustainability pioneers, held dialogues with thought leaders and conducted multiple surveys to explore attitudes and perceptions.

The result, explains GlobeScan CEO Chris Coulter, was three fundamental conclusions: “First, in order to accelerate and scale progress on sustainability, we must address the issue of system change. Second, our collective success will only come from an enabling context that is based on greater trust, better collaboration and different leadership. And third, a new form of leadership is needed specifically from global companies in the short term to kick start a broader transition to a more sustainable way of living.”



Adds Mark Lee, Executive Director of Sustainability, “One of the important recommendations of The Regeneration Roadmap is that global companies stretch themselves to what we call extended leadership — leadership that goes beyond a company’s individual performance

The Regeneration Consumer Study identified Aspirationals — the largest consumer segment — as highly influential in driving future consumer habits. They are materialistically oriented but also aspire to make green choices.

and incorporates efforts to reshape the broader systemic context. We are grateful for SC Johnson's participation and support in creating our Extended Leadership framework and look forward to working together to implement this across the economy."



The Regeneration Roadmap's final report, *Changing Tack*, also highlights transparency — an aspiration SC Johnson has been working toward for some time. The report notes, "Companies need to leverage more effective and extensive means of transparency, which will provide better external signals and optimize awareness and decision-making of all players in the system. Those companies that lead the way also stand to benefit, not only by earning higher levels of trust to help navigate inevitable challenges, but also by inviting reactions and corresponding disclosures from others..."

Transparency is not without challenges. Providing open information about products or processes can provide insights for competitors and raise questions for consumers; however, we believe it is fundamental to enabling consumers to make green choices.

### A Resource for the Future

Clearly, this summary merely touches on the many insights provided by The Regeneration Roadmap. SC Johnson was proud to help bring the initiative to life, and we are very pleased to help spread the word about its findings. As a family company, our focus is never on short-term results, but on sustainable, responsible actions for the future. We believe that dialogue like that generated by The Regeneration Roadmap is fundamental to ensuring progress for generations to come.

The various elements and reports from the project can be found on its website: [www.theregenerationroadmap.com](http://www.theregenerationroadmap.com)

"We want all of our ingredients to be transparent, so consumers can make their own, informed choices on what to purchase."

- Fisk Johnson,  
Chairman and CEO  
of SC Johnson,  
page 42 of  
*Changing Tack*

## A Legacy of Investment

Here are a few of SC Johnson's key contributions to global dialogue on sustainable development.

**1990**

Commissioned *The Environment: Public Attitudes and Individual Behavior* with GfK Roper, the precursor for the annual Green Gauge® Report.

**1998**

Helped launch the Sustainable Racine initiative, an early community-based program to improve education, revitalize downtown and enhance our headquarters community.

**2005**

Sponsored field testing of the Base of the Pyramid Protocol™ to help gather insights about sustainable business development in base of the pyramid communities.

**2011**

Sponsored part of the 20th Anniversary Green Gauge® survey, introducing new findings on American consumer green attitudes and behaviors.

**2012**

Kicked off The SC Johnson Sustainable Behavior Change Program, a research project studying how to inspire behavior change around sustainable choices.

**2012**

Sponsored The Regeneration Roadmap, an initiative by GlobeScan and SustainAbility to create a roadmap for sustainable development.

# Metrics Quick Reference

SC Johnson's environmental compass reflects our commitment to bringing a 360-degree perspective to sustainable thinking. We are midway through our latest five-year sustainability plan, which targets continuously improving our winning products, reducing waste, minimizing our footprint and making life better for families.

We believe continuous improvement must be a fundamental goal of all sustainability efforts. It's not enough to set a goal and achieve it. New goals must quickly follow to drive continuous progress. That's why SC Johnson has set environmental objectives for decades and issued a public sustainability progress report for more than 20 years.

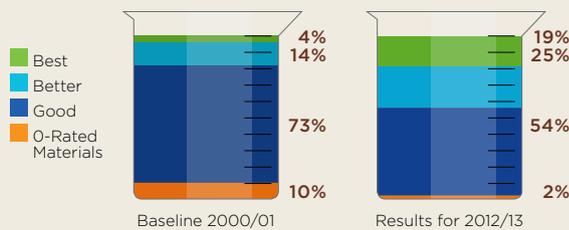
For more information about SC Johnson or our sustainability efforts, please visit [www.scjohnson.com](http://www.scjohnson.com)



In 2011, we expanded our formal ingredient improvement targets to include packaging. We now report two data sets: overall improvement since 2001\* and packaging improvements since our 2011/12 baseline.

Since 2001, we have increased our percentage of Better/Best chemistry to 44%.

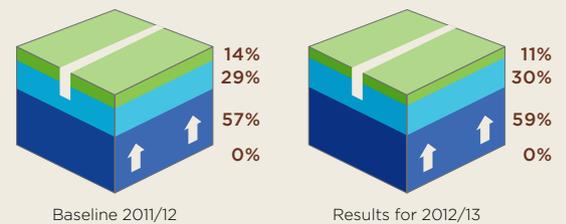
## Overall Improvement Since 2001\*



Rounded totals.

\* 2012/13 results include chemical raw materials and packaging materials. The baseline year (2000/01) included only chemical raw materials.

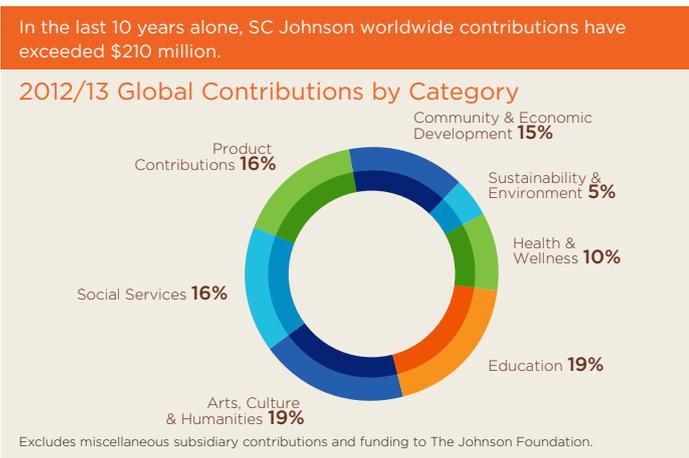
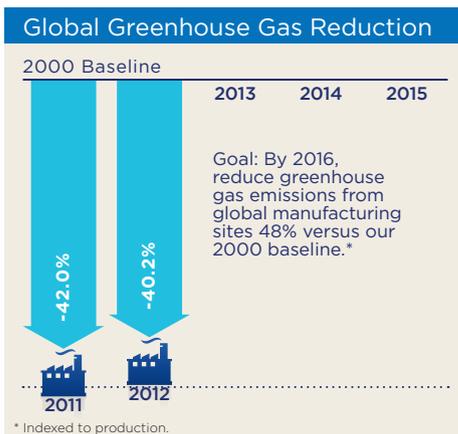
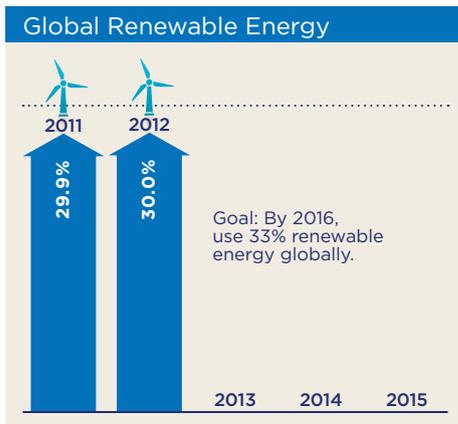
## Packaging Improvement Since 2012



We've cut our waste and emissions 62% since 2000. Page 13.



We are working toward our 2016 goals of reducing GHG emissions from global manufacturing sites 48% versus our 2000 baseline, and getting 33% total energy globally from renewable sources. Page 20.



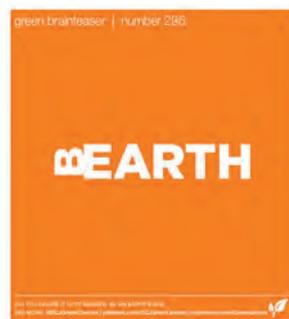
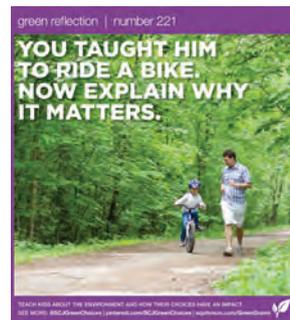
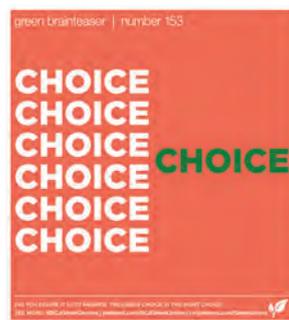
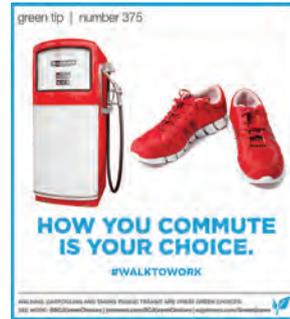
We've been making life better for families for more than a century. Page 23.



Our global total incident rate of 0.46 is better than the world class benchmark of 0.50. Page 30.

# About our GreenGrams

In 2012/13, SC Johnson's consumer engagement on sustainability topics included the GreenGrams social media campaign, a series of tips, reflections and brainteasers about ways we can all be a little greener. Here are some of our favorites. Find more at [www.scjohnson.com/GreenGrams](http://www.scjohnson.com/GreenGrams), [www.twitter.com/SCJGreenChoices](http://www.twitter.com/SCJGreenChoices) or [www.pinterest.com/SCJGreenChoices](http://www.pinterest.com/SCJGreenChoices)







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dialogue and spread the  
word about green choices.**

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