

KEY PERFORMANCE INDICATORS (2005–2008)

INDICATOR	GOAL	PERFORMANCE (YEAR END)	STATEMENT	GOAL/ STATUS
COMPLIANCE	BASELINE EXPECTATION 100% compliance, zero penalties	2008 Groton fine \$975K NOTE Pfizer publicly reports penalties paid >\$100K	Settlement for U.S. EPA allegations (former manufacturing facility LDAR 2002–05).	N/A
CLIMATE CHANGE 1ST GENERATION GOAL GHG	2000–07 Public goal to reduce GHG emissions 35% on relative basis	2007 Achieved goal 43% 2007–08 Additional ↓20%	Attributed to energy efficiency projects, facility closures.	●
CLIMATE CHANGE 2ND GENERATION GOAL GHG GRAPH 1	2008–12 Public goal to reduce GHG emissions 20% on absolute basis from baseline year 2007	2008 On target ↓6% energy consumption (absolute) ↓8% GHG emissions (absolute) 2005–08 ↓20%	Attributed to Global Energy Conservation program (energy efficiency projects, colleague awareness initiatives).	●
FLEET EMISSIONS	2008–12 Internal goal to reduce GHG emissions annually by 5% (absolute)	2008 On target ↓6% (absolute) contribution to overall public goal	FOCUS increasing use of fuel cards, introducing more hybrids and dual-fuel vehicles, moving to midsize vehicles.	●
CLEAN ENERGY GRAPH 2	2010 Public goal to meet global electricity needs using 35% clean energy	2008 17% (actual) 2010 21% (projected)	Good progress—however, challenging goal to attain. Projected 14% shortfall—closure of certain plants with cogen technology and financial viability of current clean energy technologies.	●
VOLATILE ORGANIC COMPOUND (VOC) EMISSIONS GRAPH 3	2002–08 Public goal to reduce VOC releases to air and water by 40%	2006 Achieved goal 43% 2007–08 Additional ↓35% NOTE Bar graph illustrates total releases of VOCs	↑ Emissions 2006 resulted from steam stripper malfunction. As allowed under permit, water containing solvent was alternatively injected into the onsite deep well.	●
OZONE DEPLETION POTENTIAL (ODP) EMISSIONS GRAPH 4	2002–07 Public goal to reduce ODP by 80%	2006 Achieved goal 82% 2007–08 Additional ↓28% 2005–08 ↓71%	Continued to monitor to ensure decline in ODP.	●
OZONE DEPLETING COMPOUNDS (ODC) PHASE-OUT	2007 Public goal to phase-out Class 1 ODCs in large heating, ventilation, air conditioning and industrial process equipment	2007 3 sites did not meet phase-out 2008 2 sites remain with Class 1 ODCs (representing <5% of applicable units)	Phase-out of primary units complete with the exception of two sites—waivers were approved based on production schedule and unit replacement costs.	○
WASTE REDUCTION GRAPH 5	BASELINE EXPECTATION Drive down waste footprint, increase recycling rates 2009 AND ANNUAL Internal goal to drive waste minimization opportunities: • At least two solvent recovery and reuse projects at each API site • Non-hazardous waste reduction goals at 100% of sites, focus on reduction of electronic waste	2007–08 ↓14% total waste generated 2005–08 ↓30% in total waste generated 2005–08 46% average recycling rates (relative to total waste generated) NOTE 2005–08 8 points increase (from 49% to 57%) in non-hazardous waste recycling rate.	The total amount of waste generated continues to decline, resulting in less waste sent to landfills for incineration and other treatment. Overall recycling rates remain constant; however, due to site level efforts, non-hazardous rates significantly improved.	N/A
WATER FOOTPRINT GRAPH 6	BASELINE EXPECTATION Continue to conserve water by setting internal targets at site level	2007–08 ↓16% total water use 2005–08 ↓40% total water use 50% of the water used is non-contact cooling water returned to its source	Attributed primarily to closure of manufacturing operations and facility-specific energy efficiency and water conservation projects.	N/A
INJURY & ILLNESS PERFORMANCE	BASELINE EXPECTATION People are not injured and do not sustain ill health as a result of their work. 2007–2010 Aggressive internal goal to reduce injury and illness rates by 40% from baseline year 2006	2007 1 fatality	Fatally injured following an off-site NYC steam pipe explosion	N/A
TOTAL INJURY & ILLNESS RATE GRAPH 7	2006 BASELINE 1.30 2010 TARGET 0.75	2007 1.41 2008 0.92 2007–08 ↓34% 2005–08 ↓43%	Additional ↓19% in rates needed in 2009. FOCUS Locations with highest rates, concentrated ergonomics programs, and improving fleet safety in the sales force.	○
LOST-TIME INJURY & ILLNESS RATE GRAPH 8	2006 BASELINE 0.50 2010 TARGET 0.30	2007 0.61 2008 0.50 2007–08 ↓18% 2005–08 ↓6%	Additional ↓40% in rates needed in 2009. FOCUS See above	○
FLEET SAFETY	2008–2010 Internal goal to achieve 100% implementation of Global Fleet Safety Standard BASELINE EXPECTATION Significantly reduce motor vehicle accidents (MVAs), No fatal MVAs	2008 ↓21% MVA U.S. Fleet Fatalities (sales colleagues, MVA) 2007 2 colleagues	Implementation of Fleet Standard on target. FOCUS Increasing driver safety awareness, mandatory MV record reviews and acting on compromising driver safety behaviors.	N/A

NOTATIONS

LDAR=leak detection and repair requirements
GHG=greenhouse gas
GHFC=hydrochlorofluorocarbon

HVAC=heating, ventilation, air conditioning
↓=decrease (reduction)
↑=increase

STATUS KEY

● Goal achieved or on target
○ Goal partially achieved or at risk for not reaching target

● Goal not achieved or not expected to reach target