



**DePuy Synthes** *People inspired™*  
JOINT RECONSTRUCTION  
COMPANIES OF Johnson & Johnson

April 24, 2016

Indiana Department of Environmental Management  
Office of Pollution Prevention and Technical Assistance  
Environmental Stewardship Program

**Subject: ESP Annual Performance Report**

To Whom it May Concern,

The attached 2015 ESP Annual Performance Report (APR) documents the results of DePuy's Environmental Improvement Initiative toward landfill waste stream reduction – Total waste disposed to landfills for 2015. Additionally, it includes DePuy's 2016 Environmental Improvement Initiative goal of reducing electrical energy (kWh) used at this site. A copy of DePuy's most recent ISO 14001 certification is attached as well, per the request embedded in Section C, question 6, of the APR report.

Please contact me directly if you have any questions regarding this submission or our renewal application.

Sincerely,

A handwritten signature in black ink, reading "Craig D. Evans".

Craig Evans, CIH, CSP  
EHS&S Manager  
Cevans25@its.jnj.com



**INDIANA ENVIRONMENTAL STEWARDSHIP PROGRAM  
ANNUAL PERFORMANCE REPORT**  
State Form 53476 (R4 / 3-16)  
INDIANA DEPARTMENT OF ENVIRONMENTAL MANAGEMENT  
ENVIRONMENTAL STEWARDSHIP PROGRAM

Indiana Department of Environmental Management  
Office of Program Support  
MC 64-00, Room IGCN 1316  
100 North Senate Avenue  
Indianapolis, IN 46204-2251  
Telephone: (800) 988-7901  
FAX: (317) 233-5627  
E-mail: [esp@idem.IN.gov](mailto:esp@idem.IN.gov)

Please use this form if you are a member of the Indiana Environmental Stewardship Program (ESP) to report on progress toward objectives and targets AND certify ESP requirements continue to be achieved. Indiana ESP facilities must submit an Annual Performance Report (APR) by April 1<sup>st</sup> of every year, for each calendar year in which the entity has been a member for at least three (3) full months. Membership terms are renewed every four (4) years through submitting your APR. Your APR should be reviewed and signed by a senior manager at your facility prior to submittal. Once signed, e-mail the APR to IDEM at [esp@idem.IN.gov](mailto:esp@idem.IN.gov). Please do not include any confidential business information in your annual performance report. Public access laws require IDEM to make the APR publicly available, which may include posting all portions of your report on the Indiana ESP Web site. If you have any questions, please contact IDEM at [esp@idem.IN.gov](mailto:esp@idem.IN.gov) or (800) 988-7901.

SECTION A		FACILITY INFORMATION	
Name of facility DePuy Synthes, Inc.			
Name of parent company (if applicable) Johnson & Johnson			
Street address (number and street) 700 Orthopaedic Drive			
City / State / ZIP code Warsaw, IN 46765			
Web site of Facility/Company <a href="http://www.jnj.com">www.jnj.com</a>			
CONTACT INFORMATION			
Name of Contact (Mr. / Mrs. / Ms. / Dr.) Mr. Craig Evans, CIH, CSP		Title EHS&S Manager	
Telephone number ( 574 ) 372-7043	FAX number ( 574 ) 372-7018	E-mail address <a href="mailto:cevens25@its.jnj.com">cevens25@its.jnj.com</a>	
Mailing address (if different from facility address) Same as facility			
City / State / ZIP Code Same as facility			
REPORTING PERIOD			
Reporting period dates (mm/dd/yyyy -- mm/dd/yyyy) January 1, 2015 - December 31, 2015			
1a. Is this the fourth Annual Performance Report of your membership term? <input type="checkbox"/> Yes—If yes, answer question 1b. <input checked="" type="checkbox"/> No—If no, skip to the "Change in Information" section of this report.			
1b. Do you wish to renew your Indiana Environmental Stewardship Program membership? <input type="checkbox"/> Yes—If yes, please complete all sections of this annual report. <input type="checkbox"/> No—If no, please complete all sections of this annual report except for Section F.			
CHANGE IN INFORMATION			
In your ESP application and, perhaps, in previous annual performance reports, you described what your facility does or makes. Have there been any changes or additions to your facility's list of products or activities?  <input type="checkbox"/> Yes—If yes, please describe them:  <input checked="" type="checkbox"/> No			

SECTION B		PUBLIC OUTREACH AND PERFORMANCE REPORTING	
Why do we need this information? IDEM needs to know how environmental information was shared with the public.		What do you need to do? Describe how the facility has shared and plans to share environmental information.	
Please briefly describe the activities that your facility conducted during this reporting period to interact with the community on environmental issues and to report publicly on its environmental performance. NA			
Please indicate which of the following methods your facility plans to use to make its ESP Annual Performance Report available to the public. Please check as many as appropriate. <input type="checkbox"/> Web site ( <a href="http://www.">http://www.</a> ) <input type="checkbox"/> Open house <input type="checkbox"/> Meetings <input type="checkbox"/> Press releases <input type="checkbox"/> Other _____			

SECTION C		ENVIRONMENTAL MANAGEMENT SYSTEM ASSESSMENT CONTINUED	
7.	When was the last Senior Management review of your EMS completed? Month / Year: <u>February 2016</u> Who headed the review ( <i>name and title</i> )? <u>Craig Evans, EHS&amp;S Manager</u>		
8.	When did your facility last conduct an internal or corporate environmental compliance audit? Do not include inspections or site visits by regulatory organizations. Scope of the compliance audit: <u>Air Permit</u> Month(s) / Year(s): <u>August 2015</u> Who conducted the audit(s) (e.g., facility staff, corporate, third party)? <u>CTAP</u>		
9.	Explain the emergencies experienced within the facility during the past year. Were the applicable emergency and contingency plans detailed in the EMS effective? What changes, if any, have been made to your facility's emergency or contingency plans? <u>None</u>		
10.	Has your facility corrected all instances of potential environmental non-compliance and EMS non-conformance identified during your audits and other assessments? <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <input checked="" type="checkbox"/> Yes—If yes, briefly summarize corrective actions taken and other improvements made as a result of your EMS assessment(s) or compliance audit(s).  <u>CTAP report submitted and DePuy submitted a FESOP minor permit revision December, 2015</u> </div> <div style="width: 45%;"> <input type="checkbox"/> No—If no, please explain your plans to correct these instances. <span style="float: right;"><input type="checkbox"/> No such instances identified.</span> </div> </div>		

SECTION D		ADDITIONAL INFORMATION	
<b>Why do we need this information?</b> This information will help IDEM to effectively manage the Environmental Stewardship Program.		<b>What do you need to do?</b> Answer the questions as completely as possible.	
1.	In addition to ESP, please list environmental awards received or voluntary programs participated in during the past twelve months.  <u>NA</u>		
2.	Has your facility taken advantage of any ESP incentives? If so, please describe the implementation process and list additional benefits IDEM should consider.  <u>NA</u>		
3.	If your facility was not registered to the ISO 14001 standard prior to becoming an ESP member, has ESP helped you to pursue registration? If so, how has ESP been instrumental in achieving registration?  <u>NA</u>		

SECTION E		ENVIRONMENTAL IMPROVEMENT INITIATIVE RESULTS	
<b>Why do we need this information?</b> Facilities need to share the results of the environmental improvement initiative that was pursued during the reporting period. IDEM needs to report cumulative program reduction results.		<b>What do you need to do?</b> Reference Section F for "Category" and "Indicator" options to complete this section. Summarize your facility's progress on achieving the initiative you identified in the application or last year's APR. For assistance, please call (800) 988-7901 or email <a href="mailto:esp@idem.IN.gov">esp@idem.IN.gov</a> .	
<b>Initiative #1</b>			
Category 1: <u>Waste</u>	Baseline ( <i>indicate measurement unit</i> )	Current ( <i>indicate measurement unit</i> )	Cost Savings
Indicator 1: <u>Landfill Waste Stream</u>			
Calendar year	2014	2015	NA
Actual quantity ( <i>per year</i> )	353,978 kg	273,214 kg	NA
Production unit ( <i>select one</i> )	Earned Labor Hours      Production units      X      Production lbs. Other -- specify (e.g. Gallons, length, etc.)		
Production Quantity	NA	NA	NA
Normalization factor (Current year production ÷ Baseline year production) <u>0.95</u>			
Normalized quantity (Actual Current year quantity ÷ Normalizing factor) <u>287,594</u>			
Briefly describe <i>how</i> you achieved improvements for this environmental initiative or, if relevant, any circumstances that delayed progress. <u>implemented plant wide "We Care to Recycle" Initiative. An Internal audit unveiled that our calculated baseline proposed in 2014 was incorrect. Pallet recycling was previously discontinued due to service provider closing. The adjusted 2014 landfill waste baseline which includes the weight of waste pallets is documented herein.</u>			

## SECTION C

## ENVIRONMENTAL MANAGEMENT SYSTEM ASSESSMENT

## Why do we need this information?

Facilities need to have implemented an EMS that meets certain criteria and use an ISO 14001 EMS Lead Auditor at least every 36 months to assess the EMS.

What do you need to do?  
Answer the following questions  
about your EMS.

1. What is the most recent date that an ISO 14001 EMS Lead Auditor performed an EMS assessment at your facility? March 8-10, 2016

2. Name, title, and organization of ISO 14001 EMS Lead Auditor who conducted the most recent EMS assessment:

Barry Muller ERM CVS

3. Is the date of the most recent EMS assessment performed by an ISO 14001 EMS Lead Auditor within the past 36 months?

☒ Yes—If yes, skip to Question 4.

☐ No—If no, please have your ISO 14001 EMS Lead Auditor complete and sign the following checklist, indicating whether or not your EMS meets the listed criteria for ESP membership:

- |                              |                             |   |
|------------------------------|-----------------------------|---|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Evidence of senior management support, commitment, and approval.  |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | A written environmental policy directed toward compliance, pollution prevention, and continuous improvement.  |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Identification of the environmental aspects at the entity.  |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Prioritization of the environmental aspects and a determination of those aspects deemed significant considering, at the minimum, environmental impacts and applicable laws and regulations.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Established priorities, and environmental objectives and targets for continuous improvement in environmental performance and for ensuring compliance with applicable environmental laws, regulations, and permit conditions. Objectives and targets must go beyond current legal requirements and specify the environmental media, types of pollution to be prevented or reduced, implementation activities, and projected time frames. |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | An established community outreach mechanism that includes identifying and responding to community concerns; informing the community of important matters that affect the community; and reporting on the EMS, including reporting to the public on the environmental policy and significant aspects.  |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Incorporation of environmental and pollution prevention planning in the development of new products, processes, and services and modifications of existing processes.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Evidence of clear responsibility for implementation, training, monitoring, EMS maintenance, taking corrective action, and ensuring compliance with applicable environmental laws, regulations, and permit conditions.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Documentation of the implementation procedures and the results of implementation.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Appropriate written EMS procedures.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | An annual evaluation of the EMS with written results provided to senior management and affected employees.  |

Signature of ISO 14001 EMS Lead Auditor

Date (month, day, year)

4. Were any deficiencies found during the most recent EMS assessment?

☐ Yes—If yes, describe any deficiencies found and the corrective action taken to address each deficiency:

☒ No

5. What type of protocol was used to perform the independent EMS assessment?

- ☐ ISO 14001:2015 Certified audit  
☒ ISO 14001:2004 Certified audit  
☐ ESP Independent Assessment Protocol  
☐ Other (please specify): \_\_\_\_\_

6. Is the EMS certified to a recognized standard?

☒ Yes—If yes, what standard does the EMS follow (please provide a copy of the most recent certificate)?

- ☐ ISO 14001:2015  
☒ ISO 14001:2004  
☐ Responsible Care EMS  
☐ Responsible Care 14001

☐ No

## SECTION E

ENVIRONMENTAL IMPROVEMENT INITIATIVE RESULTS  
CONTINUED

## Initiative #2

Category 2: _____ Indicator 2: _____	Baseline (indicate measurement unit)	Current (indicate measurement unit)	Cost Savings
Calendar year			
Actual quantity (per year)			
Production unit (select one)	Earned Labor Hours Other -- specify (e.g. Gallons, length, etc.)	Production units	Production lbs.
Production Quantity			NA
Normalization factor (Current year production ÷ Baseline year production)			
Normalized quantity (Actual Current year quantity ÷ Normalizing factor)			
Briefly describe <i>how</i> you achieved improvements for this environmental initiative or, if relevant, any circumstances that delayed progress.			

## Initiative #3

Category 3: _____ Indicator 3: _____	Baseline (indicate measurement unit)	Current (indicate measurement unit)	Cost Savings
Calendar year			
Actual quantity (per year)			
Production unit (select one)	Earned Labor Hours Other -- specify (e.g. Gallons, length, etc.)	Production units	Production lbs.
Production Quantity			NA
Normalization factor (Current year production ÷ Baseline year production)			
Normalized quantity (Actual Current year quantity ÷ Normalizing factor)			
Briefly describe <i>how</i> you achieved improvements for this environmental initiative or, if relevant, any circumstances that delayed progress.			
<p>1. Briefly describe the <i>impacts or wastes</i> eliminated resulting from the environmental initiative(s). If multiple initiatives, please indicate which specifically. The overall volume of solid land fill waste generated from containers, food containers, etc. was reduced by implementing a plant-wide "We Care to Recycle" program. The program "roll-out" included a video, cups and magnets with printed program slogan and logo, and added recycling containers in all areas including cubicles and cafeteria. Additionally, a pledge drive was voluntarily signed by about 40% of the employees.</p>			
<p>2. Are there other best management practices (BMPs) you can share correlating to your initiative(s)? This program was initiated by plant management and supported by leadership before it was introduced to the production employees. Leadership support played a significant role and provided momentum for acceptance of the program at all levels. KPI dashboard was used by management to track progress.</p>			
<p>3. If the objectives and targets associated with the environmental improvement initiative(s) were not attained, please verify continued progress toward the environmental initiative(s). If multiple initiatives, please indicate which specifically. While a 23% reduction was achieved as a result of the "We Care to Recycle" program, an opportunity for improvement was identified regarding the wooden pallet waste stream. Best practice effort to reduce wooden pallets from the landfill waste stream (and into the recycling waste stream) will continue for 2016.</p>			
<p>4. Please provide a narrative summary of progress made toward <i>qualitative, significant</i> EMS objectives and targets, if any. N/A</p>			
<p>5. Please list any state, U.S. EPA, or other partnership programs to which you are reporting this data (e.g., Energy Star, Project XL). N/A</p>			
<p>6. Is your entity willing to share the environmental improvement initiative(s) and its best management practices (BMPs) at the ESP Annual Meeting and/or a Partners for Pollution Prevention quarterly meeting or conference? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>			

**SECTION F**
**ENVIRONMENTAL IMPROVEMENT INITIATIVE**

Why do we need this information?

Facilities need to show they are committed to improving their environmental performance.

What do you need to do?

Refer to the Environmental Performance Table and answer the following questions.

1. Select the appropriate boxes in the following table to indicate the category and indicator(s) that represents the environmental improvement initiative selected by your facility. For the category and indicator selected, list the baseline year (e.g., 2015) and the future year (e.g., 2016). Next, list the baseline annual quantity (e.g., 5 tons) and future annual quantity (e.g., 2 tons) you are committing to achieve by the end of the future year.

Category	Indicator	Baseline Year 2015	Future Year 2016	Unit
<input type="checkbox"/> Material Procurement	<input type="checkbox"/> Recycled content			Pounds, tons
	<input type="checkbox"/> Hazardous/toxic components			Pounds, tons
<input type="checkbox"/> Suppliers' Environmental Performance	<input type="checkbox"/> Specify Indicator: _____			As specified for the particular indicator
<input type="checkbox"/> Material Use	<input type="checkbox"/> Materials used			Pounds, tons
	<input type="checkbox"/> Hazardous materials used			Pounds, tons
	<input type="checkbox"/> Ozone depleting substances used			CFC-11 equivalent pounds
	<input type="checkbox"/> Total packaging materials used			Pounds, tons
<input type="checkbox"/> Water Use	<input type="checkbox"/> Total water used			Gallons
<input checked="" type="checkbox"/> Energy Use	<input checked="" type="checkbox"/> Electricity	23,404,548 kWh	22,702,412 kWh	kWh / MWh, Btu / MMBtu
	<input type="checkbox"/> Steam			kWh / MWh, gallons, ft <sup>3</sup>
	<input type="checkbox"/> Natural gas			Btu / MMBtu
	<input type="checkbox"/> Diesel			Gallons
	<input type="checkbox"/> Propane / LPG			Btu / MMBtu, gallons
	<input type="checkbox"/> Gasoline			Gallons
	<input type="checkbox"/> Solar			kWh / MWh
	<input type="checkbox"/> Wind			kWh / MWh
	<input type="checkbox"/> Landfill gas			Btu / MMBtu
	<input type="checkbox"/> Combined heat and power			kWh / MWh, Btu / MMBtu
	<input type="checkbox"/> Other: _____			
<input type="checkbox"/> Land and Habitat	<input type="checkbox"/> Land and habitat conservation			Square feet, acres
	<input type="checkbox"/> Community land revitalization			Square feet, acres
<input type="checkbox"/> Air Emissions	<input type="checkbox"/> Total GHGs			MTCO <sub>2</sub> E
	<input type="checkbox"/> VOCs			Pounds, tons
	<input type="checkbox"/> NO <sub>x</sub> , SO <sub>x</sub> , PM <sub>2.5</sub> , PM <sub>10</sub> , or CO			Pounds, tons
	<input type="checkbox"/> Air toxics			Pounds, tons
	<input type="checkbox"/> Odor			European Odour Units
	<input type="checkbox"/> Radiation			Curies, Becquerels
	<input type="checkbox"/> Dust			Pounds, tons
<input type="checkbox"/> Discharges to Water	<input type="checkbox"/> COD or BOD			Pounds, tons
	<input type="checkbox"/> Toxics			Pounds, tons
	<input type="checkbox"/> Total suspended solids			Pounds, tons
	<input type="checkbox"/> Nutrients			Pounds, tons of N or P
	<input type="checkbox"/> Sediment from runoff			Pounds, tons
	<input type="checkbox"/> Pathogens			MPN/ml, CFU/ml
<input type="checkbox"/> Non-hazardous Waste	<input type="checkbox"/> Landfill			Pounds, tons
<input type="checkbox"/> Hazardous Waste	<input type="checkbox"/> Incineration			Pounds, tons
	<input type="checkbox"/> Reused/recycled off-site			Pounds, tons, gallons
	<input type="checkbox"/> Other: _____			Pounds, tons, gallons
<input type="checkbox"/> Noise	<input type="checkbox"/> Noise			dBA
<input type="checkbox"/> Vibration	<input type="checkbox"/> Vibration			Inches per second
<input type="checkbox"/> Products	<input type="checkbox"/> Expected lifetime energy use			kWh / MWh, Btu / MMBtu
	<input type="checkbox"/> Expected lifetime water use			Gallons
	<input type="checkbox"/> Expected lifetime waste to air, water, or land from product use			Pounds, tons
	<input type="checkbox"/> Waste to air, water, or land from disposal or recovery			Pounds, tons

If you need assistance filling out the form, please contact the ESP program manager at either [esp@idem.in.gov](mailto:esp@idem.in.gov) or 1-(800) 988-7901.

## SECTION F

## FUTURE YEAR ENVIRONMENTAL IMPROVEMENT INITIATIVE

## CONTINUED

2. If the environmental improvement initiative(s) will be *qualitative* in nature, please describe.

NA

3. What activities or process changes do you plan to undertake at your facility to accomplish your initiative (e.g., technology changes in a particular process line, employee training)?

Replace lighting with LED lighting fixtures in selected areas

4. Does this initiative address a significant aspect in your EMS?

☒ Yes

☐ No—If no, please explain why you believe this indicator should be included as an environmental improvement initiative:

## CERTIFICATION AND PLEDGE

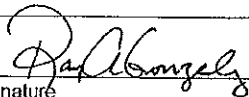
On behalf of (name of facility) DePuy Synthes, Inc

I certify that the information contained in this Annual Performance Report and attachments is accurate to the best of my knowledge and that this facility is, to the best of my knowledge and based on reasonable inquiry, currently in compliance with all applicable federal, state, and local environmental requirements, or has a corrective action program in place to attain compliance.

We, DePuy Synthes, Inc., commit to maintaining the principles and goals outlined in our Environmental Management System for our facility's Indiana Environmental Stewardship Program status. We agree to strive for full compliance with all regulations promulgated by the U.S. EPA, state, or local jurisdictions. We agree to promote the Indiana Environmental Stewardship Program and to share our success stories with other facilities. We understand that we must meet the requirement of implementing one (1) new, independent environmental improvement initiative each year of membership (for a total of four (4) initiatives), that the Annual Performance Report must be submitted to IDEM by April 1<sup>st</sup> of each year, and that we must reapply to the Indiana Environmental Stewardship Program every four (4) years.

I understand that the information provided in this Annual Performance Report will be public record. I am the senior facility manager or authorized facility signatory, and fully authorized to execute this statement on behalf of the corporation or other legal entity whose facility is submitting this Annual Performance Report.

Signature



Date (month, day, year)

04/26/2016

Printed signature

Ray Gonzalez

Title

Plant Manager

