

Module: Introduction

Page: W0. Introduction

W0.1

Introduction

Please give a general description and introduction to your organization.

International Flavors & Fragrances Inc. is a leading global creator of flavors and fragrances for consumer products.

W0.2

Reporting year

Please state the start and end date of the year for which you are reporting data.

Period for which data is reported
Thu 01 Jan 2015 - Thu 31 Dec 2015

W0.3

Reporting boundary

Please indicate the category that describes the reporting boundary for companies, entities, or groups for which water-related impacts are reported.

Companies, entities or groups over which operational control is exercised

W0.4

Exclusions

Are there any geographies, facilities or types of water inputs/outputs within this boundary which are not included in your disclosure?

Yes

W0.4a

Exclusions

Please report the exclusions in the following table

Exclusion	Please explain why you have made the exclusion
Small leased offices	Small leased office spaces (fewer than 50 employees) where water is provided through the lease and is managed by our landlords.

Further Information

Module: Current State

Page: W1. Context

W1.1

Please rate the importance (current and future) of water quality and water quantity to the success of your organization

Water quality and quantity	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital for operations	Important	Good quality freshwater is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. The primary use of water in our operations is for cleaning and cooling processes. Freshwater is of importance for indirect operations because it is used for agricultural processes.
Sufficient amounts of recycled, brackish and/or produced water available for use	Important	Neutral	It is important that sufficient amounts of recycled, brackish and/or produced water be available for use across our own operations because it will help reduce the consumption of freshwater within an overall goal of improving water-efficiency. The primary use of water in our operations is for cleaning and cooling processes. Recycled, brackish, and produced water is of importance for indirect operations because it is used for agricultural processes.

W1.2

For your total operations, please detail which of the following water aspects are regularly measured and monitored and provide an explanation as to why or why not

Water aspect	% of sites/facilities/operations	Please explain
Water withdrawals- total volumes	76-100	IFF tracks water withdrawal at each manufacturing facility and larger offices. The data is collected and tracked using a global web-based software application.
Water withdrawals- volume by sources	76-100	IFF tracks water withdrawal at each manufacturing facility and larger offices by source. The data is collected and tracked using a global web-based software application.
Water discharges- total volumes	76-100	IFF tracks water discharge at each manufacturing facility and larger offices. The data is collected and tracked using a global web-based software application.
Water discharges- volume by	76-100	IFF tracks water discharge at each manufacturing facility and larger offices. The data is

Water aspect	% of sites/facilities/operations	Please explain
destination		collected and tracked using a global web-based software application.
Water discharges- volume by treatment method	Less than 1%	IFF currently does not track water discharge by treatment method but are looking into it.
Water discharge quality data- quality by standard effluent parameters	76-100	Tracked by specific facility and local parameters.
Water consumption- total volume	76-100	IFF tracks water consumed at each manufacturing facility and larger offices. The data is collected and tracked using a global web-based software application.
Facilities providing fully-functioning WASH services for all workers	76-100	WASH services implemented and consistently maintained at each manufacturing facility and larger offices.

W1.2a

Water withdrawals: for the reporting year, please provide total water withdrawal data by source, across your operations

Source	Quantity (megaliters/year)	How does total water withdrawals for this source compare to the last reporting year?	Comment
Fresh surface water	2769	Lower	The surface water is withdrawn at one site: Hangzhou, China from the Xian'nin River. Our Hangzhou facility reduced its overall water consumption.
Brackish surface water/seawater	0	Not applicable	Not relevant.
Rainwater	0	Not applicable	Not relevant.
Groundwater - renewable	374	Much lower	Ground water reduced due to overall reduction in water consumption at certain sites.
Groundwater - non-renewable	781	This is our first year of measurement	This is the first year due to new data collection process
Produced/process water	0	Not applicable	Not relevant.

Source	Quantity (megaliters/year)	How does total water withdrawals for this source compare to the last reporting year?	Comment
Municipal supply	1515	Lower	Municipal water reduced due to overall reduction in water consumption at certain sites.
Wastewater from another organization	0	Not applicable	Not relevant.
Total	5438	Lower	Overall water consumption reduced from last year due to initiatives at a majority of sites.

W1.2b

Water discharges: for the reporting year, please provide total water discharge data by destination, across your operations

Destination	Quantity (megaliters/year)	How does total water discharged to this destination compare to the last reporting year?	Comment
Fresh surface water	2610	This is our first year of measurement	IFF tracks water discharge at each manufacturing facility and larger offices. The data is collected and tracked using a global web-based software application. IFF is in the initial stages of assessing and accounting water discharge by source and this is the first year of reporting.
Brackish surface water/seawater	0	Not applicable	Not relevant.
Groundwater	46	This is our first year of measurement	IFF tracks water discharge at each manufacturing facility and larger offices. The data is collected and tracked using a global web-based software application. IFF is in the initial stages of assessing and accounting water discharge by source and this is the first year of reporting.
Municipal/industrial	2273	This is our first year of	IFF tracks water discharge at each manufacturing facility and larger offices. The

Destination	Quantity (megaliters/year)	How does total water discharged to this destination compare to the last reporting year?	Comment
wastewater treatment plant		measurement	data is collected and tracked using a global web-based software application. IFF is in the initial stages of assessing and accounting water discharge by source and this is the first year of reporting.
Wastewater for another organization	0	Not applicable	Not relevant.
Total	4928	Higher	IFF tracks water discharge at each manufacturing facility and larger offices. The data is collected and tracked using a global web-based software application. We're reporting a higher volume as our collection methods are improving and becoming more accurate.

W1.2c

Water consumption: for the reporting year, please provide total water consumption data, across your operations

Consumption (megaliters/year)	How does this consumption figure compare to the last reporting year?	Comment
510	Lower	IFF tracks water consumption at each manufacturing facility and larger offices as the difference between withdrawal and discharged. As our water discharge collection improves, and becomes more aligned with our withdrawal data, the consumption volume reported will be more reflective of our operations.

W1.3

Do you request your suppliers to report on their water use, risks and/or management?

Yes

W1.3a

Please provide the proportion of suppliers you request to report on their water use, risks and/or management and the proportion of your procurement spend this represents

Proportion of suppliers %	Total procurement spend %	Rationale for this coverage
76-100	76-100	While IFF has more than 2,200 suppliers, we focus on the largest ones, which account for approximately 90% of our global spend. We use the Supplier Ethical Data Exchange program to ask them various questions, including reporting on their water management programs. We specifically ask if the supplier has a water management policy, trains employees on proper water and wastewater management, has set water reduction targets, and if the supplier can identify the source of water at its facilities. The overall Sedex score is used to evaluate suppliers. All major suppliers are requested to answer these questions as a part of doing business with our company. The information is used within the company to assess the suppliers. Our vendor code of conduct includes requiring suppliers to register on Sedex and incentivizes them to report on this information.

W1.3b

Please choose the option that best explains why you do not request your suppliers to report on their water use, risks and/or management

Primary reason	Please explain
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W1.4

Has your organization experienced any detrimental impacts related to water in the reporting year?

No

W1.4a

Please describe the detrimental impacts experienced by your organization related to water in the reporting year

Country	River basin	Impact indicator	Impact	Description of impact	Length of impact	Overall financial impact	Response strategy	Description of response strategy
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W1.4b

Please choose the option below that best explains why you do not know if your organization experienced any detrimental impacts related to water in the reporting year and any plans you have to investigate this in the future

Primary reason	Future plans
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Further Information

Module: Risk Assessment

W2.1

Does your organization undertake a water-related risk assessment?

Water risks are assessed

W2.2

Please select the options that best describe your procedures with regard to assessing water risks

Risk assessment procedure	Coverage	Scale	Please explain
Comprehensive company-wide risk assessment	Direct operations and supply chain	All facilities and some suppliers	We use the WRI Aqueduct water evaluation tool to evaluate and assess our water footprint of our operations globally. To better understand environmental risks located within our supply chain, we engage with our suppliers and ask them to report on their water performance through the Supplier Ethical Data Exchange Platform which specifically asks if the supplier has a water management policy, trains employees on proper water and wastewater management, has set water reduction targets, and if the supplier can identify the source of water at its facilities. We selected the WRI Aqueduct Tool because it is a publicly available, global database that gives regional assessments on water risk using 12 indicators of physical, regulatory, and reputational risk for all of our manufacturing facilities. We selected Sedex because is widely used and it allows us to engage with our suppliers on water and other issues. We are working to use Sedex to address all of our suppliers.

W2.3

Please state how frequently you undertake water risk assessments, what geographical scale and how far into the future you consider risks for each assessment

Frequency	Geographic scale	How far into the future are risks considered?	Comment
Annually	River basin	3 to 6 years	
Annually	Facility	3 to 6 years	

W2.4

Have you evaluated how water risks could affect the success (viability, constraints) of your organization's growth strategy?

Yes, evaluated over the next 5 years

W2.4a

Please explain how your organization evaluated the effects of water risks on the success (viability, constraints) of your organization's growth strategy?

Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. Water availability and quality parameters are considered at the local level and these potential risks are factored into decisions to locate or expand facilities. Globally we use the WRI Aqueduct water risk tool to assess water parameters.

W2.4b

What is the main reason for not having evaluated how water risks could affect the success (viability, constraints) of your organization's growth strategy, and are there any plans in place to do so in the future?

Main reason	Current plans	Timeframe until evaluation	Comment
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W2.5

Please state the methods used to assess water risks

Method	Please explain how these methods are used in your risk assessment
WBCSD Global Water Tool WRI water stress definition WRI Aqueduct	The overall geographical water risk assessments from this tool are incorporated into the risk assessment for each facility within IFF. We selected the WRI Aqueduct Tool because it is a publicly available, global database that gives regional assessments on water risk using 12 indicators of physical, regulatory, and reputational risk and can be used to assess all of our facilities. The interactive tool also provides forecasted assessments for 2020, 2030, and 2040. The water assessment includes the regions that cover 100% of our operations. For a Cradle to Cradle certification on a fragrance, we have used WBCSD's Global Water Tool and the EPA's Surf Your Watershed tool.

W2.6

Which of the following contextual issues are always factored into your organization's water risk assessments?

Issues	Choose option	Please explain
Current water availability and quality parameters at a local level	Relevant, included	Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. The current water availability and quality parameters at the local level are always factored into our water risk assessments. Globally the WRI Aqueduct Tool was

Issues	Choose option	Please explain
		used for our water risk assessment. The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Current water regulatory frameworks and tariffs at a local level	Relevant, included	The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Current stakeholder conflicts concerning water resources at a local level	Relevant, included	The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Current implications of water on your key commodities/raw materials	Relevant, included	Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Current status of ecosystems and habitats at a local level	Relevant, included	Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Current river basin management plans	Relevant, included	Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Current access to fully-functioning WASH services for all employees	Not evaluated	
Estimates of future changes in water availability at a local level	Relevant, included	Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Estimates of future potential regulatory changes at a local level	Relevant, included	Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Estimates of future potential stakeholder conflicts at a local level	Not evaluated	
Estimates of future implications of water on your key commodities/raw materials	Relevant, included	Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Estimates of future potential changes in the status of ecosystems and habitats at a local level	Relevant, included	Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. The WRI Aqueduct Water Risk Atlas Tool is a customizable global map, based on 12 indicators of physical, regulatory, and reputational risk.
Scenario analysis of availability of sufficient quantity and quality of water relevant for your operations at a local	Relevant, included	Water is vital to IFF's operations. It is a component in our fragrance and flavor ingredients and is essential to various stages of manufacturing. It is predicted that the availability of surface water will decrease in the next few decades. To prepare for this scenario, we have implemented projects and set

Issues	Choose option	Please explain
level		goals to reduce our own water use.
Scenario analysis of regulatory and/or tariff changes at a local level	Not evaluated	
Scenario analysis of stakeholder conflicts concerning water resources at a local level	Not evaluated	
Scenario analysis of implications of water on your key commodities/raw materials	Not evaluated	
Scenario analysis of potential changes in the status of ecosystems and habitats at a local level	Not evaluated	
Other	Not evaluated	

W2.7

Which of the following stakeholders are always factored into your organization's water risk assessments?

Stakeholder	Choose option	Please explain
Customers	Relevant, included	IFF is a part in customers' supply chain and is therefore included within their own water risk assessment.
Employees	Relevant, included	IFF trains its employees on the importance of water reduction and various techniques at facilities that use the most water.
Investors	Not evaluated	
Local communities	Not evaluated	
NGOs	Not evaluated	

Stakeholder	Choose option	Please explain
Other water users at a local level	Not evaluated	
Regulators	Not evaluated	
River basin management authorities	Not evaluated	
Statutory special interest groups at a local level	Not evaluated	
Suppliers	Not evaluated	
Water utilities/suppliers at a local level	Relevant, included	Most of the manufacturing facilities have water treatment plants to treat the discharged water before returning to the water supply. One of our larger water users is developing a water treatment cooperative.
Other	Not evaluated	

W2.8

Please choose the option that best explains why your organisation does not undertake a water-related risk assessment

Primary reason	Please explain
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Further Information

Module: Implications

Page: W3. Water Risks

W3.1

Is your organization exposed to water risks, either current and/or future, that could generate a substantive change in your business, operations, revenue or expenditure?

No

W3.2

Please provide details as to how your organization defines substantive change in your business, operations, revenue or expenditure from water risk

When prioritizing risks and opportunities our strategic pillars are the starting point. However, we do identify natural disasters and other climate related exposures as part of our process. As it relates to prioritization, consideration is also given to the following items: impact; both internal and external influences; our current capability and prior experience in mitigating such risks; as well as our expectations of the future outlook for the identified risk .

We are currently in the early stages of evaluating water-related risks to our business and have not identified a substantive risk associated with water.

W3.2a

Please provide the number of facilities* per river basin exposed to water risks that could generate a substantive change in your business, operations, revenue or expenditure and the proportion this represents of total operations company-wide

Country	River basin	Number of facilities exposed to water risk	Proportion of total operations (%)	Comment
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W3.2b

Please provide the proportion of financial value that could be affected at river basin level associated with the facilities listed in W3.2a

Country	River basin	Financial reporting metric	Proportion of chosen metric that could be affected within the river basin	Comment
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W3.2c

Please list the inherent water risks that could generate a substantive change in your business, operations, revenue or expenditure, the potential impact to your direct operations and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
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W3.2d

Please list the inherent water risks that could generate a substantive change in your business operations, revenue or expenditure, the potential impact to your supply chain and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
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W3.2e

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your direct operations that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain
Risks exist, but no substantive impact anticipated	Although water is a vital part of our operations, given IFF's global footprint and broad range of operations, it is difficult to determine specific water related risks that would cause a substantive change to the business, operations, revenue, or expenditure. We are currently in the early stages of further evaluating water-related risks to our business and have not currently identified a substantive risk associated with water. This assessment is conducted annually.

W3.2f

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your supply chain that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain
Evaluation in progress	Given IFF's global footprint, multitude of suppliers, and broad range of materials, it is difficult to determine specifically which materials come from regions subject to water-related risk. To better understand environmental risks located within our supply chain, we engage with our suppliers

Primary reason	Please explain
	and ask them to report on their water performance through the supplier ethical data exchange which asks if the supplier has a water management policy, trains employees on proper water and wastewater management, has set water reduction targets, and if the supplier can identify the source of water at its facilities. This assessment is conducted annually.

W3.2g

Please choose the option that best explains why you do not know if your organization is exposed to water risks that could generate a substantive change in your business operations, revenue or expenditure and discuss any future plans you have to assess this

Primary reason	Future plans

Further Information

Page: W4. Water Opportunities

W4.1

Does water present strategic, operational or market opportunities that substantively benefit/have the potential to benefit your organization?

Yes

W4.1a

Please describe the opportunities water presents to your organization and your strategies to realize them

Country or region	Opportunity	Strategy to realize opportunity	Estimated timeframe	Please explain
Company-wide	Increased brand value	From research to manufacturing, we're developing new products that are green by design. Through re-engineering, many existing products now use fewer resources and deliver more value for our customers. We're doing this by integrating green chemistry principles into product and process development to reduce their overall water consumption.	>6 years	In 2012, we set goals to reduce water by 25% per metric ton of production by 2020, using a 2010 baseline. We're pleased with our progress and have achieved a 40% reduction, allowing us to update our 2020 goal to a 50% reduction. Customers rate us on our overall environmental performance, including water usage and reducing our water consumption.
Company-wide	Improved water efficiency	Reducing water use through water efficiency, recycling or re-use of wastewater, will provide operational savings by reducing water costs. These reductions will also improve the resiliency of our operations if water shortages occur.	>6 years	In 2012, we set goals to reduce water by 25% per metric ton of production by 2020, using a 2010 baseline. We're pleased with our progress and have achieved a 40% reduction, allowing us to update our 2020 goal to a 50% reduction.

W4.1b

Please choose the option that best explains why water does not present your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
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W4.1c

Please choose the option that best explains why you do not know if water presents your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
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Further Information

Module: Accounting

Page: W5. Facility Level Water Accounting (I)

W5.1

Water withdrawals: for the reporting year, please complete the table below with water accounting data for all facilities included in your answer to W3.2a

Facility reference number	Country	River basin	Facility name	Total water withdrawals (megaliters/year) at this facility	How does the total water withdrawals at this facility compare to the last reporting year?	Please explain

Further Information

Page: W5. Facility Level Water Accounting (II)

W5.1a

Water withdrawals: for the reporting year, please provide withdrawal data, in megaliters per year, for the water sources used for all facilities reported in W5.1

Facility reference number	Fresh surface water	Brackish surface water/seawater	Rainwater	Groundwater (renewable)	Groundwater (non-renewable)	Produced/process water	Municipal water	Wastewater from another organization	Comment
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W5.2

Water discharge: for the reporting year, please complete the table below with water accounting data for all facilities included in your answer to W3.2a

Facility reference number	Total water discharged (megaliters/year) at this facility	How does the total water discharged at this facility compare to the last reporting year?	Please explain
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W5.2a

Water discharge: for the reporting year, please provide water discharge data, in megaliters per year, by destination for all facilities reported in W5.2

Facility reference number	Fresh surface water	Municipal/industrial wastewater treatment plant	Seawater	Groundwater	Wastewater for another organization	Comment
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W5.3

Water consumption: for the reporting year, please provide water consumption data for all facilities reported in W3.2a

Facility reference number	Consumption (megaliters/year)	How does this compare to the last reporting year?	Please explain
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W5.4

For all facilities reported in W3.2a what proportion of their water accounting data has been externally verified?

Water aspect	% verification	What standard and methodology was used?
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Further Information

Module: Response

Page: W6. Governance and Strategy

W6.1

Who has the highest level of direct responsibility for water within your organization and how frequently are they briefed?

Highest level of direct responsibility for water issues	Frequency of briefings on water issues	Comment
Senior Manager/Officer	Scheduled-quarterly	The highest level executive with direct responsibility for water issues is IFF's EVP Operations. The individual reports directly to the Chairman and CEO. Our VP of Global Sustainability, and the Sustainability Business Council, which is a cross-functional team of business leaders from throughout the company, including R&D, Human Resources, Procurement, Operations, Communications, and Regulatory Affairs, support the Executive Sustainability Champion to drive water reduction throughout the organization. Our Eco-efficiency pillar team, composed of Operations representatives from each of our regions, is responsible for water management in operations, has implemented numerous projects to enable us to reach our 2015 water-related goals and show progress towards our 2020 water-related goals, which is a 50% reduction from a 2010 baseline, normalized per metric ton of production.

W6.2

Is water management integrated into your business strategy?

Yes

W6.2a

Please choose the option(s) below that best explain how water has positively influenced your business strategy

Influence of water on business strategy	Please explain
Establishment of sustainability goals	In 2012, we set new goals to reduce water use by 25% per metric ton of production by 2020, using a 2010 baseline. After stating this goal, sites were influenced to focus their efforts and projects on reducing water consumption. One of the outcomes from this influence is that IFF already reduced its water consumption by 40%. Subsequently, in 2014 we have restated our goal to 50% by 2020

Influence of water on business strategy	Please explain
Publicly demonstrated our commitment to water	In 2012, we set new goals to reduce water use by 25% per metric ton of production by 2020, using a 2010 baseline. Subsequently, in 2014 we have restated our goal to 50% by 2020. After stating this goal, sites were influenced to focus their efforts and projects on reducing water consumption. This commitment and progress is included in our annual sustainability report which will also provide updates on the progress of the initiative through the years.
Tighter operational performance standards	In order to reach the reduction goals, we are committed to tighter operational performance standards from our facilities which have individual water reduction goals on an annual basis. One of the outcomes from this influence is that IFF already reduced its water consumption by 40%. Subsequently, we have restated our goal to 50% by 2020

W6.2b

Please choose the option(s) below that best explains how water has negatively influenced your business strategy

Influence of water on business strategy	Please explain
No measurable influence	We see water reduction as an opportunity and have not identified a negative influence on our strategy. Mitigation efforts in line with our 2020 goals are in place or being planned, so no future influence is currently expected.

W6.2c

Please choose the option that best explains why your organization does not integrate water management into its business strategy and discuss any future plans to do so

Primary reason	Please explain

W6.3

Does your organization have a water policy that sets out clear goals and guidelines for action?

Yes

W6.3a

Please select the content that best describes your water policy (tick all that apply)

Content	Please explain why this content is included
Publicly available Company-wide Performance standards for direct operations	In 2012, IFF publicly stated their water-reduction goal of 25% by 2020 from a 2010 baseline. By the end of 2015, we are pleased to achieve a 40% reduction allowing us to state a more aggressive 50% reduction target by 2020.

W6.4

How does your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) during the most recent reporting year compare to the previous reporting year?

Water CAPEX (+/- % change)	Water OPEX (+/- % change)	Motivation for these changes
1	1	All water reduction projects are guided by our triple bottom line philosophy to create environmental, social, and economic benefits.

Further Information

Page: W7. Compliance

W7.1

Was your organization subject to any penalties, fines and/or enforcement orders for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations in the reporting year?

No

W7.1a

Please describe the penalties, fines and/or enforcement orders for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations and your plans for resolving them

Facility name	Incident	Incident description	Frequency of occurrence in reporting year	Financial impact	Currency	Incident resolution
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W7.1b

What proportion of your total facilities/operations are associated with the incidents listed in W7.1a

W7.1c

Please indicate the total financial impacts of all incidents reported in W7.1a as a proportion of total operating expenditure (OPEX) for the reporting year. Please also provide a comparison of this proportion compared to the previous reporting year

Impact as % of OPEX	Comparison to last year
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Further Information

Page: W8. Targets and Initiatives

W8.1

Do you have any company wide targets (quantitative) or goals (qualitative) related to water?

Yes, targets only

W8.1a

Please complete the following table with information on company wide quantitative targets (ongoing or reached completion during the reporting period) and an indication of progress made

Category of target	Motivation	Description of target	Quantitative unit of measurement	Base-line year	Target year	Proportion of target achieved, % value
Reduction in consumptive volumes	Water stewardship	In 2012, we set new goals to reduce water use by 25% per metric ton of production by 2020, using a 2010 baseline. By the end of 2014, we achieved a 35% reduction allowing us to state a more aggressive 50% reduction target by 2020.	% reduction per unit of production	2010	2020	79%

W8.1b

Please describe any company wide qualitative goals (ongoing or reached completion during the reporting period) and your progress in achieving these

Goal	Motivation	Description of goal	Progress

W8.1c

Please explain why you do not have any water-related targets or goals and discuss any plans to develop these in the future

Further Information

Module: Linkages/Tradeoff

Page: W9. Managing trade-offs between water and other environmental issues

W9.1

Has your organization identified any linkages or trade-offs between water and other environmental issues in its value chain?

No

W9.1a

Please describe the linkages or trade-offs and the related management policy or action

Environmental issues	Linkage or trade-off	Policy or action

Further Information

Module: Sign Off

Page: Sign Off

W10.1

Please provide the following information for the person that has signed off (approved) your CDP water response

Name	Job title	Corresponding job category
Kip Cleverley	Vice President, Global Sustainability	Environment/Sustainability manager

W10.2

Please select if your organization would like CDP to transfer your publicly disclosed response strategy from questions W1.4a, W3.2c and W3.2d to the CEO Water Mandate Water Action Hub.

No

Further Information

CDP