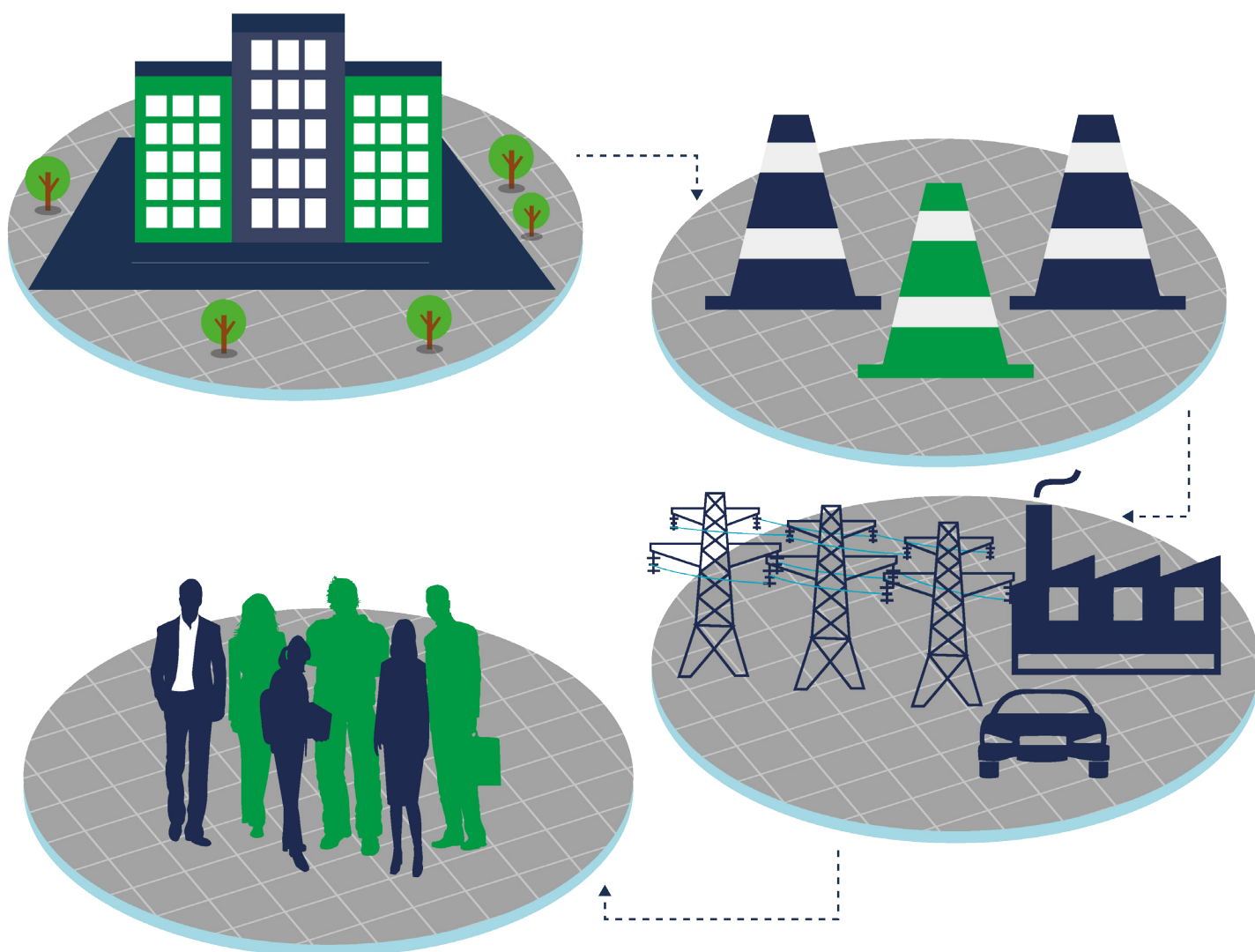


4 STEPS TO IMPROVING YOUR CDP PERFORMANCE

CDP's rankings measure transparency of climate change impacts, as well as the efforts taken to mitigate and reduce those negative impacts.



“The supreme reality of our time is...the vulnerability of our planet,” said former US President John F. Kennedy, a notable leader and strong activist for the resolution of environmental concerns.

As climates around the globe shift, countries are impacted by smog, typhoons, floods and droughts. As a result, the public, businesses, governments and international organizations are shifting to more sustainable means.

In order to measure progress from corporate and government efforts, standards need to be set and organizations need to be assessed on their progress toward meeting their sustainability and climate change goals. CDP is one of the most credible ranking organizations in the world on this topic, according to GlobeScan’s Rate the Raters survey. CDP’s rankings communicate the progress companies have made in addressing environmental issues, and highlight where risks may be unmanaged.

CDP SCORES

2016 brought significant changes to the CDP scoring criteria and scoring presentation. Previously, companies would receive two scores for reporting to CDP: a Disclosure Score and a Performance Band. The Disclosure Score was based on the completeness of a company’s response and was rated from 1 (lowest) to 100 (highest). The Performance Band was based on the actions taken by a company to reduce their negative climate change impacts and was graded from A (highest) to E (lowest).

Beginning in 2016, companies received a single Letter Band, corresponding to a particular Scoring Level. Your Scoring Level (Disclosure, Awareness, Management, Leadership) demonstrates your company’s level of environmental stewardship and your actions and approaches in managing climate change. Your Letter Band (A/A-, B/B-, C/C-, D/D-) corresponds to a Scoring Level and is awarded based on the score you obtained in the highest achieved Scoring Level.

This scoring presentation allows for simpler and clearer messaging and comparison. Companies will no longer have to wonder if a 90C is better or worse than a 75B, for example. CDP Water and CDP Forests also follow this scoring presentation, allowing for alignment and clarity across schemes. CDP published the Supplier Engagement Rating in 2016. The Supplier Engagement Rating is a scoring methodology that assesses a company’s supplier engagement strategies for climate change mitigation.

In addition to conducting business and operations more efficiently, companies with the highest scores are recognized in the CDP A List. To achieve A List status, companies must obtain a minimum Leadership score, submit a public response, pass a reputation risk and get approved by CDP, as well as meet other additional requirements. With the improved scoring presentation, CDP has eliminated the Disclosure Leadership Index (CDLI).

A	LEADERSHIP Implements current best practices in the field of environmental management or climate action
A-	
B	MANAGEMENT Has implemented actions, policies and strategies to address environmental or climate change issues
B-	
C	AWARENESS Has addressed environmental or climate change issues, risks and impacts in relation to its business
C-	
D	DISCLOSURE Is transparent about environmental or climate change issues
D-	
F	Fails to provide sufficient information to CDP to be evaluated for this purpose. Not all companies requested to respond to CDP do so. Companies who are requested to disclose their data and fail to do so, or fail to provide sufficient information to CDP to be evaluated, will receive an F. An F does not indicate a failure in environmental stewardship.

In 2018, CDP will introduce sector-based questionnaires for the following sectors:

- **Energy Cluster:** Oil & Gas / Electric utilities / Coal
- **Transport Cluster:** Transport vehicle manufacturers / Transport services
- **Materials Cluster:** Metals & mining / Chemicals / Cement / Steel
- **Agricultural Cluster:** Agricultural Commodities / Paper & Forestry / Food, beverage & Tobacco

Sector-specific questionnaires may have unique scoring, questions and metrics, while companies not listed in these sectors will receive a “standard” questionnaire.

The 2018 questionnaire will also integrate metrics and reporting recommendations from the Taskforce on Climate-related Financial Disclosure (TCFD), and focus on forward-looking strategies. The most significant impact of these changes will be around how businesses incorporate climate change risk analysis into planning, strategy, and risk and opportunities reporting.

Companies with higher CDP performance report the ways that sustainability measures are integrated in their operations. They show how their respective leaderships have prepared for, and are continuing to prepare for, climate change-related threats. Disclosing this information shows a strong understanding of the risks they are facing – which is a plus on their CDP performance.

On the other end of the spectrum, companies that perform well also report a deep grasp of the opportunities that these challenges present. An innovative vision can turn potentially significant threats into viable business opportunities. They have learned how to measure and manage their emissions. Reporting the details of where these emissions occur, as well as the types and volume, is vital for better CDP performance. Lastly, companies that score well report on the ways they are actively involving stakeholders. When more people become aware of, and involved in, company projects benefitting the environment, it follows that the reductions achieved are greater.

This white paper aims to provide the top reasons organizations score well on their disclosures, as well as steps to help them improve their performance.

STEP 1: PLAN AHEAD

- ✓ SHOW HOW PLANS ARE INTEGRATED
- ✓ INCLUDE BASELINES AND SHORT- AND LONG-TERM TARGETS
- ✓ SEEK OUTSIDE SUPPORT

Disclosing an organization's sustainability efforts as a part of its core business strategies can improve its CDP scores. Respondents gain credit by demonstrating how sustainability plans are integrated into their business cases, corporate planning or risk management programs. Responses should also highlight board-level insight and discuss the financial incentives of improved sustainability efforts.

In addition to providing the answers to these issues, respondents should detail short- and long-term plans to reduce resource and energy use, as well as ways to reduce emissions. To round it out, respondents should include targets and baselines to quantify the progress they are making. This makes their improvements and the gradual attainment of their goals more tangible.

CONSUMER GOODS COMPANY REDUCES ITS ENVIRONMENTAL IMPACT

In 2015, a consumer goods company declared its goal of becoming carbon positive in its processes by 2030. The company identified several steps that it would take to achieve this objective. First, it would make its operations fully dependent on renewable energy by 2030. Second, it would produce more renewable energy than it consumes. Third, it would lower the greenhouse gas (GHG) impact of its operations. Fourth, it would work harder to eliminate deforestation from its supply chains.



The consumer goods company accomplished the first and second steps by improving its energy efficiency and increasing its renewable energy use. From 2008 to the end of 2016, it

lowered its factories' energy usage by 24% per ton of production. This decrease resulted in a cumulative cost savings of at least €400 million. In 2016, 97 of the firm's manufacturing sites in 28 countries were running entirely on renewable grid electricity. In the same year, coal constituted only 4% of the company's overall energy consumption in locations where clean energy was unavailable or unfeasible.

The enterprise carried out various measures to lower the GHG impact of its operations. These measures include encouraging employees to switch off lights and equipment when not in use, as well as funding and implementing their sustainable business ideas. Since 2008, the company's eco-efficiency enhancements brought a cumulative cost savings of more than €700 million. This sum includes approximately €400 million in energy.

CUMULATIVE cost avoidance of more than €700 million

This sum includes approximately €400 million in energy



In 2010, the firm committed to end commodity-linked deforestation by 2020. One of the steps it took to fulfill this pledge was to create formal policies on responsible sourcing. Encouraging its suppliers to become sustainable through responsible sourcing will help accelerate the enterprise's goal of becoming carbon positive by 2030.

The consumer goods company made it on the CDP A List 2017 for Climate, Water and Forests.

It is a good start for companies to declare their commitment to sustainability. However, they must also demonstrate this commitment by having concrete sustainability goals as well as specific steps on how to achieve these goals. A company that works towards a concrete sustainability goal is more likely to integrate sustainability measures into its business operations. By doing so, that company becomes a genuinely sustainable organization that has the trust and respect of stakeholders.

STEP 2: MASTER YOUR RISKS AND EXPLORE POSSIBILITIES

- ✓ PRESENT QUANTITATIVE INFORMATION
- ✓ ANTICIPATE TAXES, REGULATIONS AND PRICING
- ✓ FLUCTUATIONS
- CONSULT WITH EXTERNAL PARTIES

The risks and opportunities section of the questionnaire can account for a significant value, so it's as important to focus on this foundation as it is to spend time on the other sections. If you're unsure what these might be, reading other companies' responses, especially those within a similar industry that scored well, will help. This exercise may be useful in boosting your performance, as well as helping to start the process of thinking about your business in this context.

Knowing the why, what, where and how of a company's risks is essential in improving its CDP performance. Respondents who demonstrate an understanding of climate-related risks specific to their operations gain CDP points. In addition, thorough descriptions of management methods help clarify some responses. Meanwhile, other respondents benefit from presenting quantitative information in their responses. An effective risk strategy takes several factors into account: regulatory challenges and changes in the physical climate are some of them. What these risks mean to business operations, mitigation of these threats and the costs associated with these actions should be taken into account.

FLAVORINGS AND FRAGRANCES MANUFACTURER MITIGATES RISK

Switzerland's carbon tax has gradually increased in recent years. In 2018, the Swiss government will increase its carbon tax from CHF84 to CHF96 per ton of carbon dioxide. A flavorings and fragrances manufacturer, in response, declared in September 2017 that it will reduce its greenhouse gas emissions by implementing science-based targets. Between 2015 and 2030, it aims to lower its absolute Scope 1 and 2 greenhouse gas emissions by 30% and its Scope 3 greenhouse gas emissions by 20%. This strategy will mitigate the manufacturer's carbon tax risk and, ultimately, help it save millions of Swiss Francs.

To lower its absolute Scope 1 and 2 greenhouse gas emissions by 30%, the manufacturer will work towards full dependence on

renewables by 2025. In 2016, three of its manufacturing sites began running entirely on green electricity. As of 2017, the manufacturer's electricity purchases in Germany, Spain and Switzerland have become 100% green. And to lower its Scope 3 greenhouse gas emissions by 20%, the company will work with its suppliers to cut the carbon footprint of the products and services that it is availing from them. Through their sustainable efforts, the manufacturer's absolute total direct and indirect carbon emissions in 2016 decreased by 1.75% (3,251 tons) compared to 2015 levels.

The manufacturer earned a spot in the CDP A List 2017 for Climate.

SOFTWARE COMPANY IDENTIFIES OPPORTUNITY

Since identifying carbon taxes as an opportunity in its 2013 Climate Change disclosure, one software company has implemented a number of key sustainability measures. These measures include carbon offset community projects, in which the company purchases carbon credits for air travel-related emissions. They then use the carbon credits to finance sustainable development projects in various parts of the world.

As of 2017, the software company's carbon offsetting has led to community projects that are aligned with the UN's Sustainable Development Goals (SDGs). These projects have benefitted more than 7 million people and, at the same time, reduced the company's carbon dioxide emissions by more than 9 million metric tons. Because of its commitment to carbon emissions reduction and sustainable development, the company was included in the CDP A List 2017 for Climate.

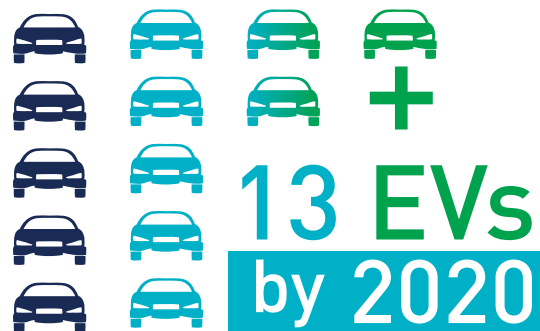
AUTOMAKER USES ITS OPERATIONS TO ADDRESS RISKS

An automaker identified several risks in its Climate Change 2016 Information Request. These risks included water scarcity and higher consumer demand for "green" vehicles and alternative transportation solutions. The automaker claimed that an estimated 25% of its operations are located in areas that are either already water-scarce or will be by 2025. Water scarcity can disrupt its operations and reduce its bottom line. Additionally, greater consumer demand for "green" vehicles and alternative transportation solutions could reduce the automaker's vehicle sales.

The automaker mitigated its water scarcity risk by implementing a number of water conservation measures. One example of these measures is the usage of recycled wastewater in its vehicle assembly and engine plants in Sanand, India. Using recycled wastewater helped the Sanand vehicle assembly and engine plants save 219,000 cubic meters of freshwater in 2016.

To meet higher consumer demand for "green" vehicles and alternative transportation solutions, the automaker created a subsidiary in 2016 that will develop and invest in new mobility services. The subsidiary will finance new mobility businesses

until they can finally sustain themselves. The automaker also intends to add 13 new electric vehicles (EVs) to its portfolio by 2020.



The automaker was included in the CDP A List 2017 for Water.

ELECTRONICS MANUFACTURER TAKES ADVANTAGE OF OPPORTUNITIES TO INCREASE RENEWABLE ENERGY USE

In its 2016-2017 sustainability report, an electronics manufacturer identified mounting energy costs and rising renewable energy mandates as opportunities related to climate change. It also stated that a response to these opportunities would be to boost new business areas such as solar cell technology.



The electronics manufacturer then took the initiative to increase its solar power generating systems and renewable energy purchases. It expanded the solar power generating systems of two of its sites in Korea. In 2016, the expanded solar power generating systems in these two sites generated a total of 6,900 MWh. This energy output reduced the manufacturer's GHG emissions by roughly 3,217 tons. In addition, the manufacturer's office buildings in the US and Europe increased their renewable energy purchases. As a result, in 2016, GHG emissions in the manufacturer's office buildings in the US and Europe were cut by 1,285 tons and 825 tons, respectively.

With its improved renewable energy production, not only did the electronics manufacturer manage to lower its energy bills, enhance its renewable energy use and address climate change—it also was included in the CDP A List 2017 for Climate.









It is very important that a company is aware of its sustainability risks, as well as how and why they exist in the first place. Full awareness of the risks it is facing drives a company to come up with a strong risk strategy, which leads to innovative solutions that mitigate risk while generating profit.

STEP 3: TRACK AND MANAGE YOUR EMISSIONS

- ✓ BREAK EMISSIONS INTO CATEGORIES
- ✓ IMPLEMENT ENTERPRISE-LEVEL SOFTWARE
- ✓ ENGAGE THIRD-PARTY EXPERTS

The Emissions Management category of CDP’s questionnaire accounts for up to about half of your overall score. You should ensure you have strong systems in place to accurately report emissions, including location- and market-based figures for Scope 2 emissions. In addition to reporting total emissions, you are required to break that down into further categories like fuel sources, business unit and type of gas emitted. Many companies implement enterprise-level software to track and manage this information, and avoid this being a time-consuming and error-prone endeavor.

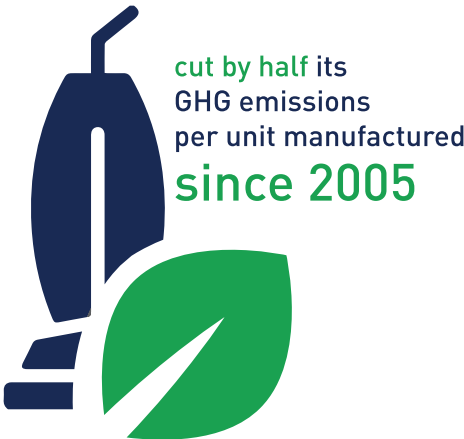
In 2016, CDP greatly expanded its focus on target-setting to encourage companies to set more ambitious targets with a larger scope and longer time horizon. They are also a partner of the Science Based Target Initiative, which promotes target-setting based on climate science.

SCOPE 1	Covers all direct GHG emissions	  DIRECT
SCOPE 2	Covers indirect GHG emissions from consumption of power, heat or steam	  INDIRECT
SCOPE 3	GHG emissions from purchased goods and services, the use of sold products, production and extraction of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the respondent, other power-activities not covered in Scope 2, as well as outsourced activities, waste disposal, etc.	    INDIRECT

HOME APPLIANCE MANUFACTURER REDUCES ITS EMISSIONS

A home appliance manufacturer reported in its 2016 sustainability report that it was able to cut half its GHG emissions per unit manufactured since 2005. It did this through two ways. First, it manufactured its products using 42% less energy. Second, it increased its renewable energy usage. In 2016, 13 of its manufacturing sites in Europe shifted to renewable energy.

The emissions reductions accomplishment gave the home appliance manufacturer a spot in the CDP A List 2017 for Climate.



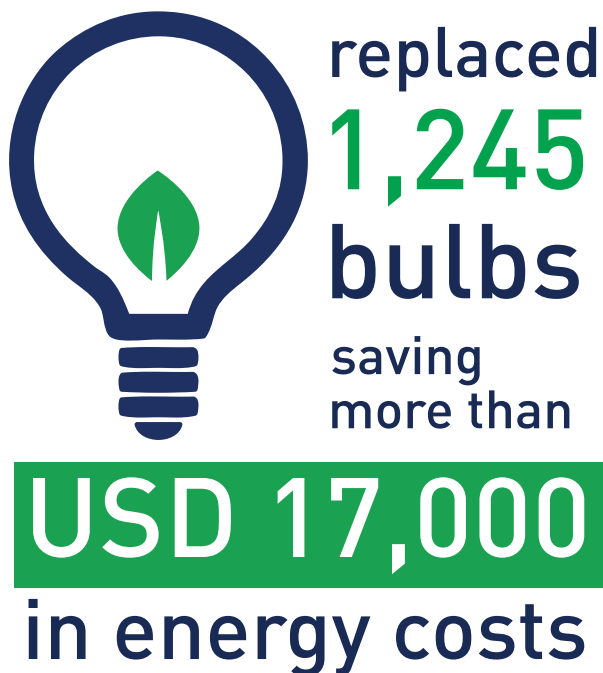
A company must be innovative and thorough in tracking and managing its carbon emissions. When calculating targets, all emissions—both direct and indirect—should be included in the calculation. It also helps to use sustainable technologies and processes so that the carbon emissions of all its operations—not just its products—are reduced.

STEP 4: GET OTHERS INVOLVED

Another issue that positively affects respondents' CDP Disclosure Scores is disclosure of your position on climate change. An emission assurance from the companies would likewise help improve their scores. Businesses can also engage their employees for greater sustainability awareness and practices.

BANK INVOLVES EMPLOYEES IN SUSTAINABILITY

A major bank created an employee program that offers sustainability activities for employee participation. This program has approximately 20,000 active employees in 31 nations. Its sustainability activities for employees include encouraging employees to commit to an eco-friendly action or habit for two weeks. In 2016, at least 3,200 employees worldwide participated in the activity.



The employees' participation yielded favorable results. First, they helped remove at least 10,769 disposable cups from landfills. Second, they prevented almost 400 pounds of food waste from being dumped in landfills. Third, they replaced 1,245 bulbs, saving more than USD 17,000 in energy costs as a result. Fourth, they helped save at least 109,300 gallons of water, which is enough to fill five swimming pools. These outcomes were effective in lowering GHG emissions.

The bank was included in the CDP A List 2017 for Climate.

FOOD AND BEVERAGE COMPANY ACHIEVES TOP SCORES

One food and beverage company achieved a spot in the CDP A List 2017 for Climate. According to its CDP disclosure, it employs different verification methods for France, UK and Italy while taking into account countries looking to launch voluntary schemes like China, Greece and Thailand. For the scope of its GHG emissions, it uses ISO 14064-3, a globally-recognized benchmark for its third party verification. According to ISO.org, the standard used specifies "requirements for selecting GHG validators/verifiers, establishing the level of assurance, objectives, criteria and scope, determining the validation/verification approach, assessing GHG data, information, information systems and controls, evaluating GHG assertions and preparing validation/verification statements."

The firm's climate change risks and opportunities, as well as its emissions information, are included in its 2016 sustainability report – ensuring that stakeholders remain informed about its sustainability efforts.

CDP Accredited Partners for Third Party Verification*



Bureau Veritas



**Lloyd's Register
Quality Assurance**

LUCIDEON **Lucideon**
insight creating advantage

*CDP does not require that verification be performed by a CDP-accredited provider.

It is not isolated actions but the collective efforts of all stakeholders that achieve sustainability. By being fully transparent about its environmental risks and emissions information, a company opens up opportunities for all stakeholders to assist in its sustainability efforts. For instance, after identifying its problem areas, a company can implement one sustainability initiative in its head office and another in its branches. As a result, all sites can contribute to the company's sustainability efforts despite their varying capacities.

CONCLUSION

It is important for investors, NGOs, customers, the public and other stakeholders to have access to information on CDP performance. An organization's CDP Scores can greatly affect the way partners, consumers, clients and the public perceive it. Public responses are available on CDP's website, Bloomberg, Deutsche Boerse's website, Google Finance, and country-specific and publicly accessible sites. Placement on the A List also indicates that a company is a responsible and sustainable supplier. These endorsements give a measurable sense of how a business is managing its environmental initiatives. To ensure the continuity of a business, it is imperative to have suppliers that are also sustainable. Due to these facts, suppliers and clients alike benefit from maximizing their CDP performance. There are simple ways to improve a corporation's score, the simplest of which is proper reporting to CDP. Responses should be as informative, complete and exact as possible.

STEP 1	Plan ahead	1. You must demonstrate integration of sustainability in your business cases, corporate planning and/or risk management programs.
STEP 2	Master your risks and explore possibilities	2. You must show an awareness of which climate-related risks can, and do, pose threats to your business activities. Think "out-of-the-box": show how threats become opportunities with a little innovation.
STEP 3	Track and manage your emissions	3. Show a strong grasp of emissions from end-to-end operations.
STEP 4	Get others involved	4. Disclose ways in which employees, suppliers, the community and other stakeholders are being tapped by your organization to promote sustainability and minimize the environmental impacts of your organization. Work with a third party verifier using a CDP accepted verification standard.

With the right tools, partners and guidance, you can improve your CDP performance and business case. Sustainable organizations create leaner operations with less costs and higher revenues. Aside from financial gains, sustainability promotes business continuity – the biggest value any operation can offer its stakeholders.

CDP ACCREDITATION MEANS BOTH CDP AND OUR CLIENTS ENDORSE OUR SERVICES. AFTER SCORING 20,000+ CDP RESPONSES SINCE 2011, ADEC INNOVATIONS IS AN EXPERT IN THE CDP SCORING METHODOLOGY* AND BUILDING STREAMLINED CORPORATE SUSTAINABILITY SYSTEMS USING OUR STATE-OF-THE-ART SOFTWARE AND DATA COLLECTION SERVICES¹.

***Data Collection and Analysis.** Drive efficiency and reduce costs by outsourcing specific business functions to ADEC, CDP's Global Scoring and Outsourcing Partner. We have over 30 years of experience providing services, devising solutions and creating opportunities that get you out of spreadsheets and into saving resources like fuel, energy, manpower and, of course, money.

¹In accordance with CDP's conflict of interest policy, ADEC does not provide official scoring services for any of our CDP consulting clients.

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