



## Climate Change 2016 Information Request Masco Corporation

### Module: Introduction

#### Page: Introduction

##### CC0.1

##### Introduction

Please give a general description and introduction to your organization.

Masco Corporation is a global leader in the design, manufacture, marketing and distribution of branded home improvement and building products. Our portfolio of industry-leading brands includes KRAFTMAID and MERRILLAT cabinets; DELTA, PEERLESS, and HANSGRÖHE faucets, bath and shower fixtures; HOT SPRING and CALDERA spas; BEHR paint, primer and stain; KILZ primer; LIBERTY and BRAINERD decorative hardware; and MILGARD windows and doors. We leverage our powerful brands across product categories, sales channels and geographies to create value for our customers and shareholders.

- **Cabinetry Products:** Masco is one of the largest manufacturers of kitchen and bath cabinetry in the world. This segment includes kitchen, bath, storage, home office and home entertainment assembled cabinetry. (2015 net sales: \$1.0 billion, 14 percent of total net sales)
- **Plumbing Products:** Masco is a world leader in plumbing products, with access to broad distribution channels worldwide. We offer a wide variety of products, including faucets, plumbing fittings and valves, showerheads and handheld showers, bathing units and shower enclosures, toilets, spas and exercise pools. (2015 net sales: \$3.3 billion, 47 percent of total net sales)
- **Decorative Architectural Products:** Masco is one of the largest suppliers of architectural coatings, including paint, primers, specialty paint products, stains and waterproofing products. This segment also includes cabinet, door, window and other hardware. (2015 net sales: \$2.0 billion, 28 percent of total net sales.)
- **Windows and Other Specialty Products:** Masco is one of the leading manufacturers of vinyl, fiberglass and aluminum windows and patio doors, principally in the western United States. We also sell vinyl windows, composite and panel doors and related products and components in the United Kingdom. This segment also includes heavy duty staple guns, hammer tackers, glue guns and rivet tools as well as the staples, glue and rivets. (2015 net sales: \$0.8 billion, 11 percent of total net sales)

We successfully spun off 100 percent of our Installation and Other Services businesses into an independent, publicly-traded company (TopBuild Corp.) through a tax-free distribution to our shareholders on June 30, 2015.

##### CC0.2

##### Reporting Year

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

The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.

We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.

Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed

Thu 01 Jan 2015 - Thu 31 Dec 2015

##### CC0.3

##### Country list configuration

Please select the countries for which you will be supplying data. If you are responding to the Electric Utilities module, this selection will be carried forward to assist you in completing your response.

Select country
Belgium
Canada
China
France
Germany
Mexico
Netherlands
Turkey
United Kingdom
United States of America

##### CC0.4

##### Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD(\$)

##### CC0.6

##### Modules

As part of the request for information on behalf of investors, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sub-industries, companies in the oil and gas sub-industries, companies in the information technology and telecommunications sectors and companies in the food, beverage and tobacco industry group should complete supplementary questions in addition to the main questionnaire.

If you are in these sector groupings (according to the Global Industry Classification Standard (GICS)), the corresponding sector modules will not appear below but will automatically appear in the navigation bar when you save this page. If you want to query your classification, please email [respond@cdp.net](mailto:respond@cdp.net).

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to

view the questions first, please see <https://www.cdp.net/en-US/Programmes/Pages/More-questionnaires.aspx>.

#### Further Information

### Module: Management

#### Page: CC1. Governance

##### CC1.1

#### Where is the highest level of direct responsibility for climate change within your organization?

Senior Manager/Officer

##### CC1.1a

#### Please identify the position of the individual or name of the committee with this responsibility

In 2016, we formalized our Sustainability Steering Committee (SSC) and its charter. The SSC is sponsored by our VP of Human Resources and our corporate Health, Safety and Environment Manager. The SSC is comprised of a cross-section of key members and advisors from Masco and its subsidiaries who perform various functions.

##### CC1.2

#### Do you provide incentives for the management of climate change issues, including the attainment of targets?

No

#### Further Information

#### Page: CC2. Strategy

##### CC2.1

#### Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

##### CC2.1a

#### Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
Annually	Senior manager/officer	Global	1 to 3 years	

##### CC2.1b

#### Please describe how your risk and opportunity identification processes are applied at both company and asset level

Masco has a formal and ongoing Enterprise Risk Management (ERM) program to anticipate and minimize corporate risk and, where possible, to convert potential risks into business opportunities. The ERM includes risk mitigation activities, with ownership and action plans led by the executive management team, allowing us to better manage potential risks. The Audit Committee is responsible for reviewing policies related to risk, but it is the responsibility of the Chief Executive Officer and senior management to determine the appropriate level of risk.

##### CC2.1c

#### How do you prioritize the risks and opportunities identified?

Masco has a formal and ongoing Enterprise Risk Management (ERM) program to anticipate and minimize corporate risk and, where possible, to convert potential risks into business opportunities. The ERM includes risk mitigation activities, with ownership and action plans led by the executive management team, allowing us to better manage potential risks. The Audit Committee is responsible for reviewing policies related to risk, but it is the responsibility of the Chief Executive Officer and senior management to determine the appropriate level of risk.

##### CC2.2

#### Is climate change integrated into your business strategy?

Yes

##### CC2.2a

#### Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process

Masco has an enterprise-wide global sustainability program that challenges all Masco business units to make sustainability part of their overall business strategy and encourages the integration of established Masco sustainability elements into their respective strategic plans.

Through our Masco Operating System (MOS) we have integrated leadership practices, processes, tools and capabilities that enable the effective and consistent execution of our strategies and operating plans. The MOS focuses on five core capabilities, including lean practices. We use Kaizen and Six Sigma® principles for problem solving and are driving lean thinking and practices throughout the entire enterprise.

The efficient use of energy and water in its manufacturing processes is further enhanced through the use of Kaizen and Six Sigma® programs.

Most Masco companies that have Environmental Management Systems (EMSs) certified to the ISO 14001 standard have annual objectives and targets dealing with energy (and associated emissions) reductions. The benefits of these objectives and targets are tracked through monitoring of our CO2 emissions intensity reduction goal (10% reduction in CO2 emission intensity by 2015, baseline 2007). After adjusting baseline for TopBuild divestiture in 2015, we achieved a 40% reduction in CO2 emission intensity.

##### CC2.2c

**Does your company use an internal price of carbon?**

No, and we currently don't anticipate doing so in the next 2 years

**CC2.3**

**Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)**

Trade associations

**CC2.3b**

**Are you on the Board of any trade associations or provide funding beyond membership?**

No

**CC2.3f**

**What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?**

Further Information

**Page: CC3. Targets and Initiatives**

**CC3.1**

**Did you have an emissions reduction or renewable energy consumption or production target that was active (ongoing or reached completion) in the reporting year?**

Intensity target

**CC3.1b**

**Please provide details of your intensity target**

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions covered by target	Target year	Is this a science-based target?	Comment
Int1	Scope 1+2 (location-based)	100%	40%	Metric tonnes CO2e per unit revenue	2007	0.00007	2015		The 40% reduction exceeded the initial 10% reduction target over the 2007 (adjusted) baseline.

**CC3.1c**

**Please also indicate what change in absolute emissions this intensity target reflects**

ID	Direction of change anticipated in absolute Scope 1+2 emissions at target completion?	% change anticipated in absolute Scope 1+2 emissions	Direction of change anticipated in absolute Scope 3 emissions at target completion?	% change anticipated in absolute Scope 3 emissions	Comment
Int1	Decrease	63			

**CC3.1e**

**For all of your targets, please provide details on the progress made in the reporting year**

ID	% complete (time)	% complete (emissions or renewable energy)	Comment
Int1	100%	100%	In 2015 a 40% intensity reduction was achieved versus an initial goal of 10%.

**CC3.2**

**Do you classify any of your existing goods and/or services as low carbon products or do they enable a third party to avoid GHG emissions?**

Yes

**CC3.2a**

**Please provide details of your products and/or services that you classify as low carbon products or that enable a third party to avoid GHG emissions**

Level of aggregation	Description of product/Group of products	Are you reporting low carbon product/s or avoided emissions?	Taxonomy, project or methodology used to classify product/s as low carbon or to calculate avoided emissions	% revenue from low carbon product/s in the reporting year	% R&D in low carbon product/s in the reporting year	Comment
Product	Milgard Energy Star rated windows	Avoided emissions	Other: Energy Star			

**CC3.3**

**Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)**

Yes

**CC3.3a**

**Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings**

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
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Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation		
To be implemented*		
Implementation commenced*		
Implemented*		
Not to be implemented		

## CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment

## CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Dedicated budget for energy efficiency	Masco has invested millions of dollars in new product development, creating innovative offerings that customers want and that also meet our sustainability goals. Among Masco's products that reduce energy use are energy-efficient Milgard® windows and patio doors, low-flow faucets and showerheads that reduce the energy needed to heat hot water.
Employee engagement	Our SSC is sponsored by our VP of Human Resources and our corporate Health, Safety and Environment Manager. The SSC is comprised of a cross-section of key members and advisors from Masco and its subsidiaries who perform various functions.
Other	Most Masco companies that have Environmental Management Systems (EMSs) certified to the ISO 14001 standard have annual objectives and targets dealing with energy (and associated emissions) reductions. The benefits of these objectives and targets are tracked through monitoring of our CO2 emissions intensity reduction goal (10% reduction in CO2 emission intensity by 2015, baseline 2007). In 2015 we exceeded our 10% reduction in CO2 emission intensity target and achieved instead a 40% reduction.

## Further Information

## Page: CC4. Communication

## CC4.1

Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)

Publication	Status	Page/Section reference	Attach the document	Comment
In voluntary communications	Underway - previous year attached		<a href="https://www.cdp.net/sites/2016/11/11411/Climate Change 2016/Shared Documents/Attachments/CC4.1/Masco 2009-2010-corporate-sustainability-report.pdf">https://www.cdp.net/sites/2016/11/11411/Climate Change 2016/Shared Documents/Attachments/CC4.1/Masco 2009-2010-corporate-sustainability-report.pdf</a>	2015 CSR pending publication Q4 2016

## Further Information

## Module: Risks and Opportunities

## Page: CC5. Climate Change Risks

## CC5.1

Have you identified any inherent climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

Risks driven by changes in regulation

## CC5.1a

Please describe your inherent risks that are driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Uncertainty surrounding new regulation	We are subject to U.S. local, state, federal and foreign government regulations pertaining to health and safety (including protection of employees and consumers), climate disruption and environmental issues.	Increased operational cost	1 to 3 years	Direct	About as likely as not	Unknown	Resource scarcity (lead free brass, titanium dioxide, etc.), resulting from climate change and corresponding price increases could adversely affect our	Delta Faucet introduced a new water delivery system in 2008 known as DIAMOND™ Seal Technology to satisfy the legislation enacted in California,	

Risk driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	In addition to complying with current requirements and requirements that will become effective at a future date, even more stringent requirements could be imposed on our industries in the future. Additionally, some of our products must be certified by industry organizations. Compliance with these regulations and industry standards may require us to alter our manufacturing and installation processes and our sourcing. If we do not effectively and timely comply with such regulations and industry standards, our operating results could be negatively affected. Our Cabinets and Related Products segment is subject to requirements relating to the emission of volatile organic compounds, which may impact our sourcing of particleboard and may require that we install special equipment in manufacturing facilities. Our Decorative Architectural Products segment is also subject to the requirements relating to the emission of volatile organic compounds, which may require us to reformulate paint products.						plumbing products and decorative architectural products segments production costs.	Vermont, and Maryland regulating the acceptable lead-content in plumbing products.	

**CC5.1e**

**Please explain why you do not consider your company to be exposed to inherent risks driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure**

Masco does not expect physical risks from climate change (droughts, floods, storms and hurricanes, rising sea levels) to unduly impact our operations in the future. We are conscious of the need to monitor these risks. We rely heavily or exclusively on outside suppliers for certain of our products or key components. If there were an interruption in these sources of supply, we might experience difficulty or delay in substituting alternatives and our businesses might be disrupted.

**CC5.1f**

**Please explain why you do not consider your company to be exposed to inherent risks driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure**

## Further Information

**Page: CC6. Climate Change Opportunities****CC6.1**

**Have you identified any inherent climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply**

Opportunities driven by changes in regulation  
Opportunities driven by changes in other climate-related developments

**CC6.1a**

**Please describe your inherent opportunities that are driven by changes in regulation**

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial	Management method	Cost of management
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							implications		
Other regulatory drivers	We believe regulatory requirements and changing consumer preferences present opportunities for Masco worldwide (U.S., Canada, Mexico, Germany, Spain, Turkey, United Kingdom, and China). Masco expects GHG emissions to become increasingly regulated. We believe builders and consumers will continue to demand more environmentally friendly products. As a leading provider of environmentally friendly products (such as paints, windows, faucets). Masco anticipates that these opportunities could increase demand for our products. However, these opportunities may be offset by potential costs (taxes, capital expenditures) we may incur to comply with climate change regulatory requirements.	Increased demand for existing products/services	1 to 3 years	Direct	About as likely as not	Unknown	As a leading provider of environmentally friendly products (such as paints, windows, faucets). Masco anticipates that these opportunities could increase demand for our products.	Consumers and builders are becoming increasingly environmentally conscious and we believe demand is growing for the environmentally friendly products we offer. Masco has responded with a variety of environmentally friendly products. These include, among others, Behr's Premium Plus Ultra interior paint, Delta Faucet Company's Touch2O® Technology, Innovex® Technology and DIAMOND™ Seal Technology, Milgard Windows & Doors' Essence Series™ and 3D® and 3D MAX® energy efficiency package options, and Masco's UK Window Group's Duragreen system.	These opportunities may be offset by potential costs (taxes, capital expenditures) we may incur to comply with climate change regulatory requirements. Masco has invested substantially in environmentally responsible technology development and other internal green growth investments.

## CC6.1c

Please describe the inherent opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Changing consumer behaviour	We believe climate change presents other opportunities for Masco worldwide (U.S., Canada, Mexico, Germany, Spain, Turkey, United Kingdom, and China). Masco is one of the world's largest manufacturers of brand-name home building products. We distribute products through multiple channels, including directly to	Increased demand for existing products/services	1 to 3 years	Direct	About as likely as not	Unknown	Unknown	As consumers become more educated in the area of environmental stewardship, and as the awareness for energy efficient products (e.g. plumbing, paints, windows and doors) and energy efficient manufacturing facilities increases, we anticipate that we will continue to respond with increased environmentally friendly products.	Masco has invested substantially in environmentally responsible technology development and other internal green growth investments.

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	homebuilders and wholesale and retail channels. As consumer demand for energy efficient products (e.g. plumbing, paints, windows and doors) increases, we anticipate that we will continue to respond with environmentally friendly products. Therefore, we continue to see climate change bringing commercial opportunities. These opportunities could affect our businesses through increased product demand and sales.								

## CC6.1e

**Please explain why you do not consider your company to be exposed to inherent opportunities driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure**

## Further Information

## Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

## Page: CC7. Emissions Methodology

## CC7.1

**Please provide your base year and base year emissions (Scopes 1 and 2)**

Scope	Base year	Base year emissions (metric tonnes CO <sub>2</sub> e)
Scope 1	Mon 01 Jan 2007 - Mon 31 Dec 2007	310494
Scope 2 (location-based)	Mon 01 Jan 2007 - Mon 31 Dec 2007	482479
Scope 2 (market-based)		

## CC7.2

**Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions**

## Please select the published methodologies that you use

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

## CC7.2a

**If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions**

## CC7.3

**Please give the source for the global warming potentials you have used**

Gas Reference

## CC7.4

**Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page**

Fuel/Material /Energy	Emission Factor	Unit	Reference
Biodiesels	9.45	Other: kg CO <sub>2</sub> eq/Gallons	2014 Climate Registry Default Emission Factors Released: January 10, 2014 Table 12.1 U.S. Default Factors for Calculating CO <sub>2</sub> Emissions for biodiesel.
Motor gasoline	8.78	Other: kg CO <sub>2</sub> eq/Gallons	2014 Climate Registry Default Emission Factors Released: January 10, 2014 Table 12.1 U.S. Default Factors for Calculating CO <sub>2</sub> Emissions from Fossil Fuel and Biomass Combustion

Fuel/Material /Energy	Emission Factor	Unit	Reference
Diesel/Gas oil	10.15	Other: kg CO2eq/Gallons	EIA Voluntary Reporting of Greenhouse Gases Program Last updated January 31, 2011 Fuel Emission Coefficients 2. Carbon Dioxide Emission Factors for Transportation Fuels (Diesel Fuel (No. 1 and No. 2))
Propane	5.59	Other: kg CO2eq/Gallons	2014 Climate Registry Default Emission Factors Released: January 10, 2014 Table 12.1 U.S. Default Factors for Calculating CO2 Emissions from Fossil Fuel and Biomass Combustion
Distillate fuel oil No 2	10.21	Other: kg CO2eq/Gallons	2014 Climate Registry Default Emission Factors Released: January 10, 2014 Table 12.1 U.S. Default Factors for Calculating CO2 Emissions from Fossil Fuel and Biomass Combustion US Weighted Average for Distillate Fuel Oil No. 2
Wood or wood waste	1442.64	Other: kg CO2eq/US T	2014 Climate Registry Default Emission Factors Released: January 10, 2014 Table 12.1 U.S. Default Factors for Calculating CO2 Emissions from Fossil Fuel and Biomass Combustion Wood and Wood Residuals
Natural gas	53.02	Other: kg CO2eq/MMBTU	2014 Climate Registry Default Emission Factors Released: January 10, 2014 Table 12.1 U.S. Default Factors for Calculating CO2 Emissions from Fossil Fuel and Biomass Combustion US Weighted Average for Natural Gas
Other: Air Travel Scope 3	0.17147	Other: kg CO2eq/ Kilometer	2014 GHG WRI Emission Factors Compilation EF Public Air US & UK

**Further Information**

Scope 1 and Scope 2 base year emissions were adjusted for TopBuild divestiture.

**Page: CC8. Emissions Data - (1 Jan 2015 - 31 Dec 2015)**

**CC8.1**

**Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory**

Financial control

**CC8.2**

**Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e**

98359

**CC8.3**

**Does your company have any operations in markets providing product or supplier specific data in the form of contractual instruments?**

**CC8.3a**

**Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e**

Scope 2, location-based	Scope 2, market-based (if applicable)	Comment
198646		

**CC8.4**

**Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?**

No

**CC8.5**

**Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations**

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	Less than or equal to 2%	Data Gaps Assumptions Extrapolation	The collection of activity data relies on the manual input of thousands of data points with the potential for human error. In cases of data gaps or significant data outliers, assumptions or extrapolation may be used.
Scope 2 (location-based)	More than 2% but less than or equal to 5%	Data Gaps Assumptions Extrapolation	The collection of activity data relies on the manual input of thousands of data points with the potential for human error. In cases of data gaps or significant data outliers, assumptions or extrapolation may be used.
Scope 2 (market-based)			

**CC8.6**

**Please indicate the verification/assurance status that applies to your reported Scope 1 emissions**

No third party verification or assurance

**CC8.7**

**Please indicate the verification/assurance status that applies to at least one of your reported Scope 2 emissions figures**

No third party verification or assurance

**CC8.8**

**Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2**

Additional data points verified	Comment



Additional data points verified	Comment
No additional data verified	

CC8.9

**Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?**

Yes

CC8.9a

**Please provide the emissions from biologically sequestered carbon relevant to your organization in metric tonnes CO2**

6778

Further Information

[Page: CC9. Scope 1 Emissions Breakdown - \(1 Jan 2015 - 31 Dec 2015\)](#)

CC9.1

**Do you have Scope 1 emissions sources in more than one country?**

Yes

CC9.1a

**Please break down your total gross global Scope 1 emissions by country/region**

Country/Region	Scope 1 metric tonnes CO2e
United States of America	61399
Canada	21238
Mexico	341
Belgium	38
France	99
Germany	1024
Netherlands	76
Turkey	222
United Kingdom	13847
China	75

CC9.2

**Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)**

Further Information

[Page: CC10. Scope 2 Emissions Breakdown - \(1 Jan 2015 - 31 Dec 2015\)](#)

CC10.1

**Do you have Scope 2 emissions sources in more than one country?**

Yes

CC10.1a

**Please break down your total gross global Scope 2 emissions and energy consumption by country/region**

Country/Region	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
United States of America	164043		271149	
Canada	547		5411	
Mexico	1879		3416	
Belgium	22		94	
France	71		851	
Germany	1022		1903	
Netherlands	87		167	
Turkey	225		489	
United Kingdom	19277		38863	
China	11473		13940	

CC10.2

**Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)**

Further Information

[Page: CC11. Energy](#)

## CC11.1

**What percentage of your total operational spend in the reporting year was on energy?**

More than 0% but less than or equal to 5%

## CC11.2

**Please state how much heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year**

Energy type	Energy purchased and consumed (MWh)
Heat	0
Steam	0
Cooling	0

## CC11.3

**Please state how much fuel in MWh your organization has consumed (for energy purposes) during the reporting year**

495380

## CC11.3a

**Please complete the table by breaking down the total "Fuel" figure entered above by fuel type**

Fuels	MWh
Natural gas	413086
Wood or wood waste	15332
Distillate fuel oil No 2	829
Motor gasoline	10841
Diesel/Gas oil	49949
Biodiesels	245
Propane	5097

## CC11.4

**Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the market-based Scope 2 figure reported in CC8.3a**

Basis for applying a low carbon emission factor	MWh consumed associated with low carbon electricity, heat, steam or cooling	Comment
No purchases or generation of low carbon electricity, heat, steam or cooling accounted with a low carbon emissions factor		

## CC11.5

**Please report how much electricity you produce in MWh, and how much electricity you consume in MWh**

Total electricity consumed (MWh)	Consumed electricity that is purchased (MWh)	Total electricity produced (MWh)	Total renewable electricity produced (MWh)	Consumed renewable electricity that is produced by company (MWh)	Comment
336283	336283	0	0	0	

## Further Information

[Page: CC12. Emissions Performance](#)

## CC12.1

**How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?**

Decreased

## CC12.1a

**Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year**

Reason	Emissions value (percentage)	Direction of change	Please explain and include calculation
Emissions reduction activities			
Divestment			
Acquisitions			
Mergers			
Change in output			
Change in methodology			
Change in boundary			
Change in physical operating conditions			
Unidentified			
Other			

## CC12.1b

**Is your emissions performance calculations in CC12.1 and CC12.1a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?**

## CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator: Unit total revenue	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
0.00004159	metric tonnes CO2e	7142000000	Location-based		N/A	

CC12.3

Please provide any additional intensity (normalized) metrics that are appropriate to your business operations

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator	Metric denominator: Unit total	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
0.005489	metric tonnes CO2e	unit hour worked	54110090	Location-based	22.5	Decrease	

Further Information

Page: [CC13. Emissions Trading](#)

CC13.1

Do you participate in any emissions trading schemes?

No, and we do not currently anticipate doing so in the next 2 years

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

Further Information

Page: [CC14. Scope 3 Emissions](#)

CC14.1

Please account for your organization's Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services	Not evaluated				
Capital goods	Not evaluated				
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Not evaluated				
Upstream transportation and distribution	Not evaluated				
Waste generated in operations	Not evaluated				
Business travel	Relevant, calculated	7917.99	Total passenger miles/kilometers traveled times emission factor	100.00%	Business travel reservations are centrally managed and overall miles flown is reported from our travel agency.
Employee commuting	Not evaluated				
Upstream leased assets	Not evaluated				
Downstream transportation and distribution	Not evaluated				
Processing of sold products	Not evaluated				
Use of sold products	Not evaluated				
End of life treatment of sold products	Not evaluated				
Downstream leased assets	Not evaluated				
Franchises	Not evaluated				
Investments	Not evaluated				
Other (upstream)	Not evaluated				
Other (downstream)	Not evaluated				

CC14.2

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

## CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Business travel	Change in physical operating conditions	18	Decrease	

## CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

No, we do not engage

## CC14.4d

Please explain why you do not engage with any elements of your value chain on GHG emissions and climate change strategies, and any plans you have to develop an engagement strategy in the future

Further Information

Module: Sign Off

Page: CC15. Sign Off

## CC15.1

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

Name	Job title	Corresponding job category
Renee Straber	VP, Chief Human Resources Officer	Other: Human Resources

Further Information

CDP: [D][-,][D2]