

Module: Introduction**Page: W0. Introduction**

W0.1**Introduction**

Please give a general description and introduction to your organization.

The Novartis Mission: We want to discover, develop and successfully market innovative products to prevent and cure diseases, to ease suffering and to enhance the quality of life. We also want to provide a shareholder return that reflects outstanding performance and to adequately reward those who invest ideas and work in our company. The Novartis Healthcare Portfolio: We believe our portfolio best meets the varied and often complex needs of patients and societies. Novartis is positioned to lead in innovation, partner with others and offer solutions to patients across a broad healthcare spectrum. In addition, a diverse portfolio reduces financial risk, bringing greater value to those who invest in our company. Our unique portfolio focuses on science-based healthcare sectors that are growing rapidly, reward innovation, and enhance the lives of patients. Novartis is the only company with leading positions in each of these key areas: - Pharmaceuticals: innovative patent-protected medicines - Alcon: global leader in eye care with surgical, ophthalmology and consumer products - Sandoz: affordable, high-quality generic medicines and biosimilars - Consumer Health: self-medication products and treatments for animals - Vaccines and Diagnostics: vaccines and diagnostic tools to protect against life-threatening diseases Since Novartis was created in 1996 - when only 45% of net sales came from healthcare - the company has shifted focus to fast-growing areas of healthcare. Our strategy is to provide healthcare solutions that address the evolving needs of patients and societies worldwide. Novartis People: With more than 115 000 associates in 140 countries worldwide. Novartis associates share a vision of a better today and tomorrow for patients – a vision that drives our growth and success. The greatest job satisfaction for our associates is the knowledge that they improve the quality of life for patients with increasing precision and efficiency through breakthrough science and innovation. Our performance-oriented culture and responsible approach attract top experts in all areas – research and development, marketing and sales, finance and administration. Our talented associates have made us a global leader in healthcare. Novartis is committed to rewarding the people who invest ideas and work in our company. Environmental and Social Sustainability: Novartis believes that careful stewardship of natural resources, particularly tight control of greenhouse gas emissions and energy efficiency, is not only important for the Group but critical for society and future generations. Social and environmental sustainability is an integral part of our strategy. Novartis strives to make efficient use of natural resources and to minimize the environmental impacts of its activities and products over their entire life cycle. Health, safety and environmental impacts are assessed to ensure that the benefits of new products, processes and technologies outweigh remaining risks.

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

Tue 01 Jan 2013 - Tue 31 Dec 2013

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?

No

W0.4a**List of Exclusions**

Please report the exclusions in the following table

Exclusion	Please explain why you have made the exclusion
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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	Importance rating	Please explain
Direct use: sufficient amounts of good quality freshwater available for use across your own operations	Important	Pharmaceutical manufacturing is generally not very water intensive, however we assess that access to good quality freshwater is important for our production processes. Several Novartis sites use large quantities of water to cool their production processes. At these sites the quantity of water is crucial rather than the quality. Mechanical chillers could compensate for reductions in the availability of cooling water, however, this would increase energy costs & GHG emissions significantly.
Direct use: sufficient amounts of recycled, brackish and/or produced water available for use across your own operations	Not very important	Recycled or reclaimed water is used at several Novartis sites located in areas of water scarcity. Overall water recycling is 23.4% compared to total water used.
Indirect use: sufficient amounts of good quality freshwater available for use across your value chain	Important	For Novartis it is important that freshwater is available across our supply chain to ensure that the materials we need to manufacture our products are available.
Indirect use: sufficient amounts of	Important	An assessment of the supply chain has been conducted with respect to water footprint to determine the

Water quality and quantity	Importance rating	Please explain
recycled, brackish and/or produced water available for use across your value chain		importance of water on the materials supply chain. We consider in particular the energy supply chain to be water intensive.

W1.2

Have you evaluated how water quality and water quantity affects /could affect the success (viability, constraints) of your organization's growth strategy?

Yes, evaluated over the next 10 years

W1.2a

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

Novartis evaluates water usage at all sites each year using the WBCSD Global Water Tool. The focus of our evaluation is primarily on water availability rather than water quality, as the majority of our manufacturing sites have water purification equipment to address water quality requirements. The top-ten sites located in areas of present or future potential water scarcity or extreme scarcity by water footprint (grey and blue) have undertaken water audits in 2013, determined their water flows, identified water saving potentials and issued a water savings target.

At this stage, access to water has not affected our organizations growth strategy. Additional 10 water scarce sites currently consider the learnings from the top-10.

W1.2b

What is the main reason for not having evaluated how water quality and water quantity affects /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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W1.3

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

No

W1.3a

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

Country	River basin	Impact indicator	Impact	Description of impact	Overall financial impact	Response strategy	Description of response strategy
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W1.3b

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 period and any plans you have to investigate this in the future

Primary reason	Future plans
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Further Information

Module: Risk Assessment

Page: W2. Procedures and Requirements

W2.1

Please select the option that best describes your procedures with regard to assessing water risks and provide an explanation as to why this option is suitable for your organization

Water risk assessments undertaken independently of other risk assessments across some direct operations

W2.1a

You may provide additional information about your approach to assessing water risks here

Novartis evaluates water usage at all sites each year using the WBCSD Global Water Tool. The focus of our evaluation is primarily on water availability rather than water quality, as the majority of our manufacturing sites have water purification equipment to address water quality issues. The top-ten sites located in areas of future potential water scarcity or extreme scarcity by water usage were required in 2013 to undertake a water audit, determine their water flows, evaluated water saving opportunities, and to issue a water reduction target. In addition, access to water must be incorporated into the sites risk portfolio if relevant.

W2.2

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

Frequency	Geographic scale	Timeframe
Yearly	Facility	2025

W2.3

Please state the methods used to assess water risks

Method
WBCSD Global Water Tool
WRI water stress definition
Life Cycle Assessment

W2.4

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 for some facilities/suppliers	The level of water stress is determined based on the WRI water stress definition. Access to water is included on the risk portfolios of sites located in water scarce or extreme scarce locations.
Current water regulatory frameworks and tariffs at a local level	Relevant, included for some facilities/suppliers	Regulatory frameworks are considered in the risk portfolios of sites located in water scarce or extreme scarce locations.

Issues	Choose option	Please explain
Current stakeholder conflicts concerning water resources at a local level	Relevant, included for some facilities/suppliers	Stakeholder conflicts, if any, are considered in the risk portfolios of sites located in water scarce or extreme scarce locations.
Current implications of water on your key commodities/raw materials	Relevant, not yet included	A basic supply chain analysis on water footprint was conducted to assess key areas of relevance.
Current status of ecosystems and habitats at a local level	Relevant, included for some facilities/suppliers	Aspects of ecosystems and habitats (e.g. Humber sanctuary) are considered if relevant.
Estimates of future changes in water availability at a local level	Relevant, included for some facilities/suppliers	Using the water WRI scarcity indicator on "water availability per capita in 2025" considers future developments. Access to water is included on the risk portfolios of sites located in water scarce or extreme scarce locations.
Estimates of future potential regulatory changes at a local level	Relevant, included for some facilities/suppliers	Using the water WRI scarcity indicator on "water availability per capita in 2025" considers future developments. Access to water is included on the risk portfolios of sites located in water scarce or extreme scarce locations.
Estimates of future potential stakeholder conflicts at a local level	Relevant, included for some facilities/suppliers	Using the water WRI scarcity indicator on "water availability per capita in 2025" considers future developments. Access to water is included on the risk portfolios of sites located in water scarce or extreme scarce locations.
Estimates of future implications of water on your key commodities/raw materials	Relevant, included for some facilities/suppliers	A basic supply chain analysis on water footprint was conducted to assess key areas of relevance. However, this can only provide limited information on future developments.
Estimates of future potential changes in the status of ecosystems and habitats at a local level	Not relevant, explanation provided	Aspects of ecosystems and habitats (e.g. Humber sanctuary) are considered if relevant. However, this can only provide limited information on future developments.
Scenario analysis of availability of sufficient quantity and quality of water relevant for your operations at a local level	Not evaluated	
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	

W2.4a

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

Stakeholder	Choose option	Please explain
Customers	Relevant, included for some facilities/suppliers	Novartis informs stakeholders on its water savings activities in its annual non-financial reporting (sustainability reporting).
Employees	Relevant, included for some facilities/suppliers	Associates can contribute to water efficiency with their on daily habits (e.g. on the use of sanitary water).
Investors	Relevant, included for some facilities/suppliers	Novartis informs stakeholders on its water savings activities in its annual non-financial reporting (sustainability reporting).
Local communities	Relevant, included for some facilities/suppliers	Novartis informs stakeholders on its water savings activities in its annual non-financial reporting (sustainability reporting).
NGOs	Relevant, included for some facilities/suppliers	Novartis informs stakeholders on its water savings activities in its annual non-financial reporting (sustainability reporting).
Other water users at a local level	Relevant, included for some facilities/suppliers	At its water scarce location in Jamshoro, Pakistan, for example, Novartis provides water from the factory to the local community.
Regulators at a local level	Relevant, included for some facilities/suppliers	Novartis informs stakeholders on its water savings activities in its annual non-financial reporting (sustainability reporting) and its local environmental reports (e.g. EMAS Reports).
Statutory special interest groups at a local level	Relevant, included for some facilities/suppliers	Novartis informs stakeholders on its water savings activities in its annual non-financial reporting (sustainability reporting) and its local environmental reports (e.g. EMAS Reports).
Suppliers	Relevant, included	An assessment of the supply chain has been conducted to determine the relevance of the water footprint of the materials supply chain.
Water utilities/suppliers at a local level	Relevant, included for some facilities/suppliers	Novartis informs stakeholders on its water savings activities in its annual non-financial reporting (sustainability reporting) and its local environmental reports (e.g. EMAS Reports).
Other	Not evaluated	

W2.5

Do you require your key suppliers to report on their water use, risks and management?

No

W2.5a

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

Proportion of key suppliers %	Total procurement spend %	Rationale for this coverage

W2.5b

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

Primary reason	Please explain
Other: Complexity & lack of resources	At present Novartis does not require key suppliers to report their water use, risks and management due to the complexities involved in obtaining relevant data from over 10,000 suppliers worldwide. While the resources are not available for such a massive undertaking, we undertook a study in 2011 to estimate the total volumes of water used in the manufacturing of product and raw materials that we purchase. As the accuracy of the study was questionable, supplier surveys may be issued in future.

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

Large quantities of water are used at several Novartis sites in Europe to cool buildings or production processes. Novartis encourages the use of water for cooling at these sites where water is abundant, no contamination is possible and water can be returned to the aquatic environment because it saves very significant quantities of energy and associated GHG emissions.

In the unlikely event that the fermentation plants in Germany, Italy and Austria could no longer abstract cooling water from the aquatic environment, the use of mechanical chillers would be required to cool the production processes, which would result in significantly higher operating costs through increased energy usage and significantly higher GHG emissions. This would be considered substantive change to the organization.

The unavailability of water at a site located in a water stressed or scarce area would be less substantive as production could be relatively easily shifted to another Novartis site located in an area of water abundance.

W3.2a

Please complete the table below providing information as to the number of facilities in your direct operations exposed to water risks that could generate a substantive change in your business, operations, revenue or expenditure. Please also provide either the proportion of cost of goods sold, global revenue or global production capacity that could be affected across your entire organization at the river basin level

Country	River basin	Number of facilities within the river basin exposed to water risk	Reporting metric	Proportion of chosen metric that could be affected within the river basin
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W3.2b

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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W3.2c

Please list the inherent 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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W3.2d

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	Risks exist and are considered at operating locations with scarce or extreme scarce water availability. However, they are financially not material. Additional sites may face water scarcity in the mid-to long-term future due to expected climate change impacts. This could increase water costs, which are currently minimal (approximately 0.1% of total operational costs or lower).

W3.2e

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
Risks exist, but no substantive impact anticipated	An assessment of the supply chain has been conducted to determine the relevance of the water footprinting of the materials supply chain.

W3.2f

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	Potential business opportunities are reduced water and energy costs, improved risk management strategies for managing water usage, easier compliance with potentially stricter water legislation, increasing investments from environmentally conscious investors and increased appreciation from current and future Novartis personnel on environmental achievements at Novartis.	4-6 years	Novartis strives to be among the most admired companies in all aspects of our operations. The Novartis Annual Report and Corporate Citizenship website are two means by which we inform internal and external stakeholders of our water strategy and performance. In addition, local sustainability reports containing details of local water management initiatives are also produced at many sites. Novartis also provides additional data directly to the sustainable investment community via yearly surveys.
India	Improved water efficiency	Since 2006, between 2500 and 4500 m3 of rainwater were collected every year during monsoon seasons, representing between 3% and 8% of the site's total water	1-3 years	

Country or region	Opportunity	Strategy to realize opportunity	Estimated timeframe	Please explain
		consumption. Additionally, the site recycles between 17% and 28% of its on-site treated water effluents for gardening.		

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

W5.1

Please report the total withdrawal, discharge, consumption and recycled water volumes across your operations for the reporting period

Water use	Quantity (megaliters)
Total volume of water withdrawn	98690
Total volume of water discharged	94534
Total volume of water consumed	2267
Total volume of recycled water used	22989

W5.2

For those facilities exposed to water risks that could generate a substantive change in your business, operations, revenue or expenditure, the number of which was reported in W3.2a, please detail which of the following water aspects are regularly measured and monitored and an explanation as to why or why not

Water aspect	% of facilities	Please explain
Water withdrawals- total volumes	76-100	All Novartis sites are required to report total volumes of water withdrawals.
Water withdrawals- volume by sources	76-100	All Novartis sites are required to report total volumes of water withdrawals by the following sources: Water purchased from external suppliers, Water drawn from aquatic environment, Water collected from rain, Water input as ingredient of raw materials and Water input from other sources.
Water discharges- total volumes	76-100	All Novartis sites are required to report total volumes of water discharges.
Water discharges- volume by destination	76-100	All Novartis sites are required to report total volumes of water discharges to the following destinations: Water released directly to aquatic environment and Water discharged via treatment.
Water discharges- volume by		As shown above, all Novartis sites report the quantity of water discharged to wastewater treatment, however,

Water aspect	% of facilities	Please explain
treatment method		we do not differentiate between treatment methods.
Water discharge quality data-quality by standard effluent parameters	76-100	All Novartis manufacturing and R&D sites report on the following water quality parameters where relevant: nitrogen load, phosphate load, chemical oxygen demand and total suspended solids. Wastewater quality parameters are not relevant for administration sites.
Water consumption- total volume	76-100	All Novartis sites report on the total volume of water not returned to the aquatic environment, including Water evaporated from cooling / heating systems, Water output as product ingredient and Water output to other destination.
Water recycling/reuse-total volume	76-100	All Novartis manufacturing sites report the volumes of water recycled where relevant. Water recycling is generally not a relevant parameter at Novartis administration and R&D sites.

W5.3

Water withdrawals: for the reporting period, 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 period?	Please explain the change if substantial
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Further Information

Page: W5. Water Accounting (II)

W5.3a

Water withdrawals: for the reporting period, please provide withdrawal data, in megaliters per year, for the water sources used for all facilities reported in W5.3

Facility reference number	Surface water	Groundwater (renewable)	Groundwater (non-renewable)	Municipal water	Recycled water	Produced/process water	Wastewater	Brackish/salt water
		66434		32192				

W5.4

Water discharge: for the reporting period, please provide the water accounting data for all facilities reported in W5.3

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 period?	Please explain the change if substantive
	94534	About the same	Water discharge volumes increased very slightly (less than 1%) in 2013 compared to 2012, which reflects the slightly higher water usage in 2013.

W5.4a

Water discharge: for the reporting period, please provide water discharge data, in megaliters per year, by destination for all facilities reported in W5.3

Facility reference number	Surface water	Municipal Treatment Plant	Saltwater	Injection for production/disposal	Aquifer recharge	Storage/waste lagoon
	76547	17987				

W5.5

Water consumption: for the reporting period, please provide water consumption data for all facilities reported in W5.3

Facility reference number	Consumption (megaliters/year)	How does this compare to the last reporting period?	Please explain the change if substantive
	2267	Higher	Water consumption volumes increased slightly (8%) in 2013 compared to 2012, which reflects the slightly higher water usage in 2013.

W5.6

For the reporting period, please provide any available water intensity values for your organization's products or services across its operation

Country	River basin	Product name	Product unit	Water unit	Water intensity (Water unit/Product unit)	Water use type	Comment
Austria	Danube	Many products are produced in various locations in Austria	Ton	Megaliters	0.9763	Withdrawals	

Country	River basin	Product name	Product unit	Water unit	Water intensity (Water unit/Product unit)	Water use type	Comment
Switzerland	Rhine	Many products are produced in various locations in Switzerland	Ton	Megaliters	1.2603	Withdrawals	
Germany	Other: primarily Rhine and Elbe	Many products are produced in various locations in Germany	Ton	Megaliters	0.6856	Withdrawals	
Italy	Other: various; primarily Adda	Many products are produced in various locations in Italy	Ton	Megaliters	2.9679	Withdrawals	
United States of America	Other: various	Many products are produced in various locations in the USA	Ton	Megaliters	0.0688	Withdrawals	
Slovenia	Danube	Many products are produced in various locations in Slovenia	Ton	Megaliters	0.8098	Withdrawals	
Canada	St. Lawrence	Many products are produced in various locations in Canada	Ton	Megaliters	0.0973	Withdrawals	
France	Rhine	Many products are produced in various locations in France	Ton	Megaliters	1.0717	Withdrawals	
United Kingdom	Other: primarily Humber	Many products are produced in various locations in the UK	Ton	Megaliters	0.2295	Withdrawals	
India	Other: primarily Navi Mumbai	Many products are produced in various locations in India	Ton	Megaliters	0.1656	Withdrawals	
Rest of world	Other: various		Ton	Megaliters	0.5944	Withdrawals	

W5.7

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

Water aspect	% verification	What standard was used?
Water withdrawals- total volumes	76-100	Water data reporting is verified by PricewaterhouseCoopers according to the ISAE3000

Water aspect	% verification	What standard was used?
		standard.
Water withdrawals- volume by sources	76-100	Water data reporting is verified by PricewaterhouseCoopers according to the ISAE3000 standard.
Water discharges- total volumes	76-100	Water data reporting is verified by PricewaterhouseCoopers according to the ISAE3000 standard.
Water discharges- volume by destination	76-100	Water data reporting is verified by PricewaterhouseCoopers according to the ISAE3000 standard.
Water discharges- volume by treatment method		As shown above, all Novartis sites report the quantity of water discharged to wastewater treatment, however, we do not differentiate between treatment methods.
Water discharge quality data- quality by standard effluent parameters	76-100	Water data reporting is verified by PricewaterhouseCoopers according to the ISAE3000 standard.
Water consumption- total volume	76-100	Water data reporting is verified by PricewaterhouseCoopers according to the ISAE3000 standard.
Water recycling/reuse-total volume	76-100	Water data reporting is verified by PricewaterhouseCoopers according to the ISAE3000 standard.

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
Individual/Sub-set of the Board or other committee appointed by the Board	Sporadic-as important matters arise	Health, Safety Environment Steering Committee (HSE SteCom) is responsible for authorizing & sponsoring environmental strategy including water. The committee is chaired by the Head of HR who reports directly to the CEO & is a member of the Novartis Executive Committee. HSE SteCom meets 3 times a year & comprises the executive heads of all Novartis Divisions & the head Corporate Health Safety Environment (CHSE). The Novartis water strategy is managed by the Head Environment & Energy within CHSE.

W6.2

Is water management integrated into your business strategy?

No

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
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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
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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
Water does not pose a substantive risk to the business strategy	Access to water at some sites located in water scarce or extreme scarce areas is a local business risk; however, production or research operation at these sites could relatively easily be transferred to other Novartis locations if necessary.

W6.3

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

Yes, a water policy for select facilities only

W6.4

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

Water-related spending: % of total CAPEX during this reporting period compared to last reporting period	Water-related spending: % of total OPEX during this reporting period compared to last reporting period	Motivation for these changes
0.1%	0.1%	no change since previous year

Further Information

Page: **W7. Compliance**

W7.1

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

Yes, not significant

W7.1a

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

Facility name	Incident description	Financial penalty or fine	Currency	Incident resolution
San Carlos in California, USA	One Administrative Enforcement Action from San Mateo County Environmental Health, related to improper installation of a water system	3000	USD(\$)	Water system backflow prevention device correctly

Facility name	Incident description	Financial penalty or fine	Currency	Incident resolution
	backflow prevention device.			installed.
Spartan in Johannesburg, South Africa	Wastewater discharge non-compliance - COD effluent water limit	1243	USD(\$)	

W7.1b

Please indicate the total of all penalties and/or fines for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations as a percentage of total operating expenditure (OPEX) compared to last year

About the same

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 and goals

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
Other: Water savings relative to water footprint at top-10 sites with highest water footprint and water scarcity	Risk mitigation	Implement water saving programs at the top-10 sites with highest water footprint and water scarcity	Other: Water savings relative to water footprint (water that needs cleaning and water lost)	2010	2015	80%

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
Other: Active water management program at water scarce sites	Water stewardship	Conduct water audits, determine water flows, evaluate and implement water saving opportunities	Several sites have implemented water savings and water recycling projects and achieved substantial water savings. (Examples: Alcon Batam, Indonesia saved over 20% of their water footprint; Sandoz Kalwe, India reduced Water footprint 10.5%, Sandoz Turbhe in India by 25%.

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: Sign Off

Page: Sign Off

W9.1

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

Name	Job title	Corresponding job category
Markus Lehni	Novartis Group Global Head Environment and Energy	Environment/Sustainability manager

Further Information

CDP 2014 Water 2014 Information Request