BUSINESS FOR WATER STEWARDSHIP

CASE STUDIES IN CORPORATE INNOVATION AND WATER STEWARDSHIP

FEBRUARY 2014

FINDINGS BASED ON **THE BUSINESS OF WATER CORPORATE LEADERS SUMMIT ON WATER AND THE ECONOMY** OCTOBER 17-18, 2013

FEATURING CASE STUDIES AND TESTIMONIALS FROM THE FOLLOWING COMPANIES:

AMERICAN WATER

at&t

life technologies™

MGM RESORTS INTERNATIONAL™

NEW BELGIUM BREWING

PEPSICO

RUBICON™

Silk

WhiteWave FOODS

Xanterra PARKS & RESORTS®

PHOTOGRAPHY: *Kerrick James*

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CASE STUDIES IN CORPORATE INNOVATION AND WATER STEWARDSHIP

Leading companies understand the risks to their business and to the communities in which they operate if they waste scarce or costly energy and water, or contribute to pollution problems that will require expensive clean up later. On the upside, they also understand the business opportunity and competitive advantage they can gain in using resources more efficiently and positioning their brands as thoughtful stewards of the environment.

In October 2013 senior leaders from 35 companies, ranging from Fortune 500 firms to small family-owned enterprises convened for the first Business of Water Summit. In a business-to-business dialogue, PepsiCo, AT&T, MGM Resorts International and others[1] highlighted innovations and best practices aimed at sustainable water management in a world where limited water supplies have become the norm.

The Colorado River basin was the case study for the summit. In April 2013, American Rivers designated the Colorado River as America's Most Endangered River. Businesses participating in the summit have active operations in the river basin and a vital stake in finding solutions to best manage the river's widening supply and demand gap.

This report emphasizes how the private sector is leading the way when it comes to using and managing water more sustainably. It also echoes calls to action from corporations for intelligent water policies that incentivize conservation and efficiency, and discourage waste.

In the face of a global economic crisis, some of the world's most powerful brands have doubled down on their efforts to use natural resources more sustainably. Why? Because it makes good business sense.

MGM RESORTS INTERNATIONAL™

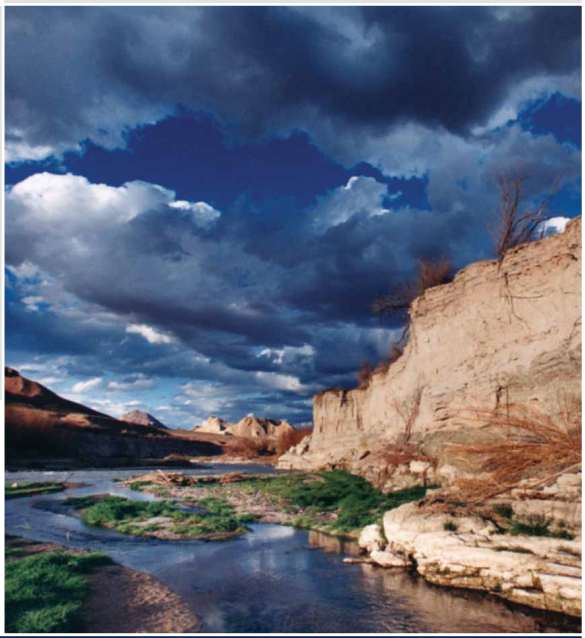
"Headquartered in Nevada, we are clear that water is in increasingly short supply and we are doing everything we can to reduce water consumption through operating improvements, workforce education, community and business partnerships, and ongoing progress monitoring."

Cindy Ortega, Senior VP/Chief Sustainability Officer, MGM Resorts International

PEPSICO

"There is clear energy and momentum building for corporations to manage water resources carefully here in the U.S. and on a global scale. We encourage corporations, federal and state governments, local municipalities and the public to work together to maintain the Colorado River and other waterways."

Liese Dallbauman, Director of Water Stewardship, PepsiCo



[1] **Participants in the Oct 2013 summit included:** Alpine Bank, American Water, AT&T, Ball Corporation, Blue River Anglers, Blue Watchdog Conservation, Inc., Celestial Seasonings, Chipotle, Colorado Water Conservation Board, Denver Metro Chamber of Commerce, Desert Adventures, Flagstaff Chamber of Commerce, GBSM Public Affairs, Holland and Hart, Life Technologies, Marriott (Denver West), Mesa Park Vineyard, MGM Resorts Intl., New Belgium Brewing, OARS Rafting, PepsiCo Global Food and Beverage, Reel Deal Anglers, Rubicon Water, Sea to Summit, Sports Authority, Texas Instruments, Whitewave/Silk and Xanterra Parks & Resorts.

PHOTOGRAPHY: *Southern Nevada Water Authority*

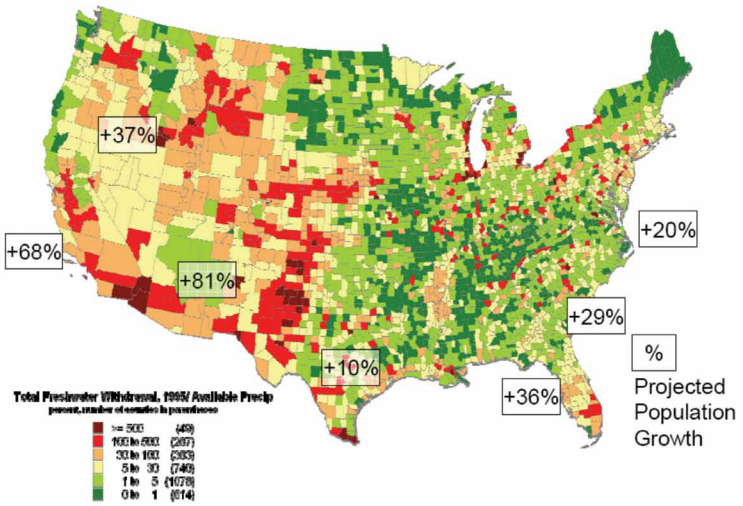
GLOBAL WATER CONTEXT FOR CORPORATIONS

A recent McKinsey report found that **by 2030, water supplies will satisfy only 60% of global demand** and less than that in many developing countries where water supply is already under stress. The McKinsey report posits that closing the gap between supply and demand by deploying water productivity improvements across regions and sectors around the world could cost $50 billion to $60 billion annually over the next two decades. Private-sector companies will account for about half of this spending, government for the rest.

AS POPULATIONS AND REGIONAL ECONOMIES GROW, DEMAND FOR WATER IS OUTSTRIPPING SUPPLY HERE IN THE U.S.

FIGURE 1 SHOWS THAT IN THE U.S., POPULATION IS GROWING FASTEST *(% change in population in boxes)* **IN THE MOST WATER–CONSTRAINED PARTS** *(darkest red)* **OF THE COUNTRY, ESPECIALLY THE SOUTHWEST.**

FIG. 1 *Source: American Water 2013; NRDC 2010*



Many local and multinational companies rely on substantial amounts of water for production, cleaning, cooling, and other operating processes. Globally, corporations identify water security as one of the top 10 risks to their business, and according to a PepsiCo report, **1 in 5 business water users is already experiencing significant water–related impacts.**

In addition to lack of availability, other water challenges raised by corporate entities at the Business of Water summit included:

- **Climate change and increased drought**
- **The water-energy nexus (lack of water may lead to energy security issues and as energy prices rise, the cost of transporting and treating water increases)**
- **Leakage and aging infrastructure (on average pipes are leaking 16% of the water passing through them)**
- **Water quality issues due to agricultural and urban runoff**
- **Artificially low water prices that don't value water at its true cost**

"Industry is facing these water issues, even when politicians and regulators are not."

Jennifer Vervier, Director of Sustainability and Strategic Development, New Belgium Brewing Co.

PHOTOGRAPHY: *New Belgium Brewing Co.*

At the same time, in many regions, including the U.S. Southwest, water is one of the fastest-rising utility costs for companies. In addition to these challenges, a variety of local, national and global stakeholders, including investors and shareholders, are pushing for, and indeed in some countries requiring, companies to disclose their water consumption and carbon footprints. This increasing awareness is evidenced by strong investor support for the Carbon Disclosure Project's (CDP) water survey, an annual questionnaire sent to more than 500 of the world's largest companies in water-intensive sectors asking for a range of water-related information. As of October 2013, over 530 institutional investors representing US$57 trillion in assets were signatories to the water survey.

TRENDS IN CONSUMER PRICES (CPI) FOR UTILITIES

FIG. 2 *Source: Bureau of Labor Statistics 2012; Michigan State University 2012*

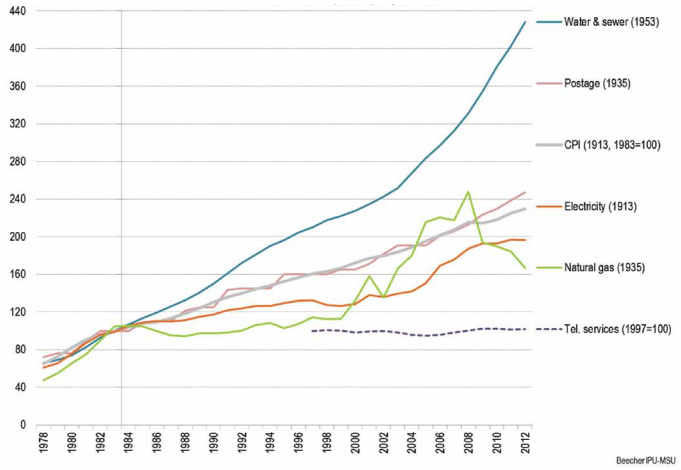
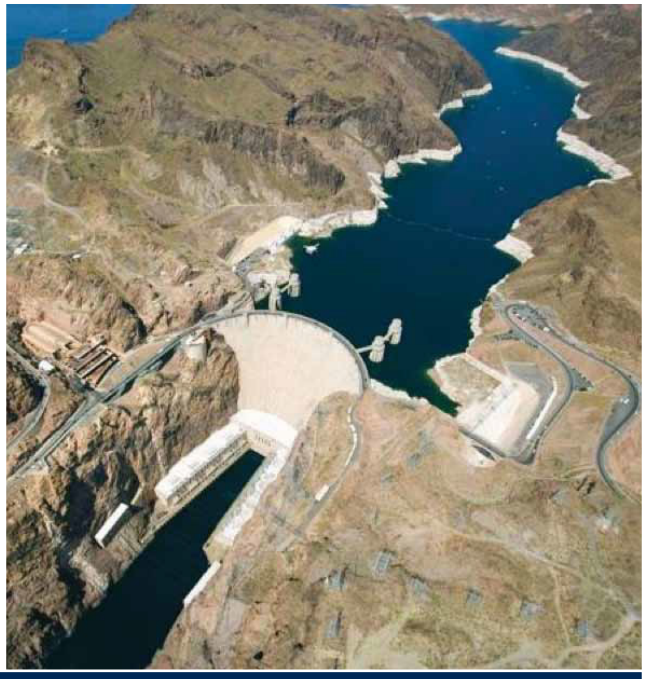


Exhibit 2. Trends in the Consumer Price Index for utilities (general, 1979-2011). The index is set to 100 for 1982-1984 except for telephone services, where the index is set to 100 for 1997.



COLORADO RIVER CONTEXT

THE COLORADO RIVER:

- **Spans 7 states**
- **Supplies drinking water to 36 million Americans**
- **Irrigates nearly 5.7 million acres (which grow 15% of our nation's crops)**
- **Fuels a $26 billion recreation economy that supports 250,000 jobs**
- **22 federally recognized Native American tribes, 7 national wildlife refuges, and 11 national parks depend on the river**
- **Hydropower facilities and thermoelectric power plants served by the Colorado River provide more than 19,200 MW of power helping to meet the energy needs of the West**

THE RIVER ALLOWS A DIVERSITY OF INDUSTRIES TO LOCATE IN THE ARID WEST

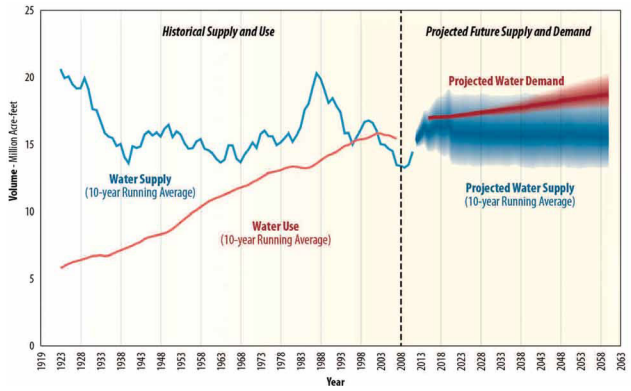
As U.S. Senator Mark Udall said so eloquently at the Business of Water summit in Denver, **"Water makes the West as we know it. When you touch water, you touch everything, from ski resorts to agriculture to towns and cities."** Indeed, the Colorado River is the lifeblood of the Southwest.

PHOTOGRAPHY: *Southern Nevada Water Authority*

Experts such as Mark LeChevallier, a 30-year veteran of American Water, the largest publicly traded water and wastewater service provider in North America, project that by 2050, the Southwest will be in a persistent drought. He notes that water security, energy security and food security are all at stake related to availability of water in the Colorado River. As shown in the graph below from the U.S. Bureau of Reclamation's 2012 Colorado River Basin Study, **demand for Colorado River water now outstrips the river s supply**.

HISTORICAL SUPPLY AND USE[1] AND PROJECTED FUTURE COLORADO RIVER BASIN WATER SUPPLY AND DEMAND[1]

FIG. 3 *Source: U.S. Bureau of Reclamation, 2012*



[1] Water use and demand include Mexico's allotment and losses such as those due to reservoir evaporation, native vegetation, and operational inefficiencies.

To mitigate their water-related risks and to capture opportunity in a changing environment, private sector companies are learning to do more with less water. They are also finding opportunities to partner with others to restore watersheds and mitigate the impact they do have on water-stressed ecosystems.

U.S. Senator Mark Udall and business leaders from major brands participated in the "Business of Water" summit in Denver in 2013.

> ***The current management and use of the Colorado River is unsustainable. Coupled with climate change and population growth, we see serious challenges to the river, our economy and our way of life.***
>
> Senator Mark Udall, U.S. Senate

WATER SUSTAINABILITY SUCCESS STORIES FROM THE PRIVATE SECTOR

Companies in many sectors are improving their water productivity and developing effective practices to address water challenges, add value to their business and engage with their stakeholders.

Corporate activities and benefits include:

- Cutting costs and reducing waste
- Reducing risks in operations and avoiding regulatory burdens by reduced water use
- Driving revenues by redesigning products or developing breakthrough products that are more water efficient
- Enhancing brand value by building corporate reputation and positioning the company as a good environmental steward

What follows are success stories from companies that are in the lead when it comes to water sustainability issues.

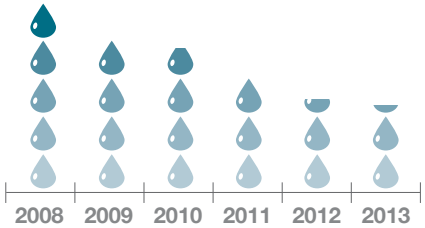
PHOTOGRAPHY (top to bottom): *Jay Canode, Jay Canode, San Diego County Water Authority*

LIFE TECHNOLOGIES: GROWING THE BOTTOM LINE BY SETTING GOALS AND CUTTING COSTS

As a life sciences company of over 10,000 employees based in water-stressed Southern California, Life Technologies advances scientific research in areas such as disease, food safety, and alternative fuels. The leadership at Life Technologies believes that a commitment to global citizenship and wise use of resources are equally important ways for the company to improve lives. For the past decade, the company has set ambitious goals to reduce its water and energy use, increase its waste diversion and address climate change.

Despite annual water rate increases of over 10%, the company's water spend went down, not up. The company achieved these savings by working on several fronts. Life Technologies requires its landscape vendors to commit to a 10% water reduction goal annually through its contract process. This act has resulted in $45,000 in savings a year. Facilities teams have been innovating to minimize water going down the drain as well. A recent win on this front was re-routing condensation from a boiler which resulted in $23,000 in annual savings. Life Technologies is now in the process of conducting a life cycle analysis on its liquid media product to see whether they should and can redesign that product to further reduce the company's water and carbon footprint. In 2013 Protect the Flows awarded Life Technologies its Corporate Innovation Award for the company's remarkable water usage reduction during the past 5 years.

BETWEEN 2008-2012, LIFE TECHNOLOGIES REDUCED WATER USAGE BY 50% (NORMALIZED TO REVENUE)



> ***If we would have done nothing 5 years ago, we would be spending $1.5M/ yr (on water); instead we are staying under $800,000.***
>
> Shelley Murasko, Director of Global Sustainability, Life Technologies

RUBICON: INCREASING IRRIGATION EFFICIENCY THROUGH MODERNIzING AGRICULTURE INFRASTRUCTURE

Agriculture is a critical piece of the water puzzle because 70% of the freshwater used on the planet is used for irrigation. Unfortunately, high volumes of water are lost in irrigation systems, most of which consist of aging infrastructure and antiquated technologies.

Rubicon Water's mission is to improve the productivity of the world's farmers in an environmentally sustainable way. The company's innovative technology and management practices recently underpinned the response strategy to the worst drought in Australia's recorded history, returning flows to farmers, the City Of Melbourne and to the ecology of the Murray-Darling Basin. The company's work turned an ecological and human crisis into a win-win situation for the environment, urban residents and farmer's alike. With the installation of canal gates and accurate flow meters with remote monitoring and control systems, the lining of earthen canals, and the elimination of spills from the agricultural region in the Murray Darling Watershed, **Rubicon was able to increase the irrigation system's efficiency from 65 to 85%.**

The agricultural efficiency project is recovering in excess of 182,000 acre feet of water each year, providing more water for farmers, the environment and urban customers Flows have been returned to rivers to deliver positive environmental outcomes. In addition, farmers in the Murray Darling Watershed are now experiencing higher crop yields from a more resilient water source.

> ***Irrigation is vital for feeding the world population. It is expected that food demand will double in 2030 due to population growth…unfortunately irrigation systems are inefficient…only 37% of water diverted from a river is productively used by a crop.***
>
> Damian Pearson, General Manager North America, Rubicon Water

PHOTOGRAPHY: *Rubicon Water*

MGM INTERNATIONAL: DRIVING THE CONSERVATION ETHIC HOME WITH EMPLOYEES

Located in the desert city of Las Vegas, MGM Resorts International is Nevada's single largest taxpayer and employs over 50,000 individuals at its dozens of resorts which include the Bellagio, Mandalay Bay, Luxor, and ARIA. The company has implemented a variety of water-saving strategies and technologies to reduce the impact on surrounding areas, **saving 2.5 billion gallons of water over the past five years**. Installation of low flow bathroom and shower fixtures, changing out high water landscaping to low water or xeriscaping, and other technology solutions have been key. Perhaps most importantly though, the company has leveraged its interaction with its tens of thousands of employees on a daily basis to help Las Vegas address its sustainability challenges over the long term.

Through the company's Green Advantage framework, MGM trains its workforce on best practices to use water and other resources as efficiently as possible at its facilities. Approximately 90% of the company's employees are educated on sustainability. But these efforts don't stop at the workplace.

> ***We conducted a study of the environmental footprint of staying at Aria. Every night at Aria is 38% less impactful than a room night at a different venue.***
>
> Cindy Ortega, Senior VP/Chief Sustainability Officer, MGM Resorts International

The company launched an employee awareness campaign called "Conservation Begins At Home" at every MGM resort. Through this program, employees learn how to incorporate sustainable practices into their everyday lives. Researchers have found that reducing Las Vegas' outdoor water use to more reasonable levels could cut Nevada's total Colorado River withdrawals by 10 percent. Because 60% of all water used in residences in Las Vegas goes to landscaping, employee education about home water conservation efforts is critical. The company's efforts have contributed to a 15% reduction in water usage in Las Vegas over the past 5 years.

PEPSICO: ACHIEVING A POSITIVE WATER IMPACT

PepsiCo takes a comprehensive approach to water stewardship because, as the second largest food and beverage company in the world, water is critical to its business and the communities where it operates.

In 2009, PepsiCo India launched Positive Water Balance which allowed the business, through various initiatives of recharging and restoring water, to return to the community more water than it consumed in the manufacturing process. Building upon PepsiCo India's success, and in partnership with The Nature Conservancy (TNC), PepsiCo launched an initiative called Positive Water Impact whose aspirational goal is to make more and/or better water available to the environment and the communities where PepsiCo and its suppliers operate. The initiative started with a pilot project focused on understanding how best to protect and restore watersheds in 5 locations around the world, including one in the Colorado River basin.

In the U.S., PepsiCo and TNC selected the Verde River system in Arizona, a tributary to the Colorado River, as their pilot location. Sources of stress to the Verde River include surface water diversions, groundwater pumping, invasion of non-native species, and climate change. Because of the complicated water right allocations in the Southwest, the best restoration options in this watershed were deemed to be the purchase of senior water rights for conservation purposes and water banking for municipal groundwater recharge. Other possibilities include working with farmers to improve the efficiency of irrigation ditches in the Verde River Valley.

Separate from the Positive Water Impact pilot, investments in infrastructure in PepsiCo's Frito Lay plant near Phoenix resulted in a **24% water efficiency improvement from 2006-2010**. The company has committed to improving their water use efficiency per unit of production by 2015.

> ***PepsiCo's success in improving the water use efficiency of our operations by 20 percent has enabled the company to save more than $15 million in water and related energy costs, and we hope this inspires other companies to commit to their own water stewardship journeys.***
>
> Liese Dallbauman, Director of Water Stewardship, PepsiCo

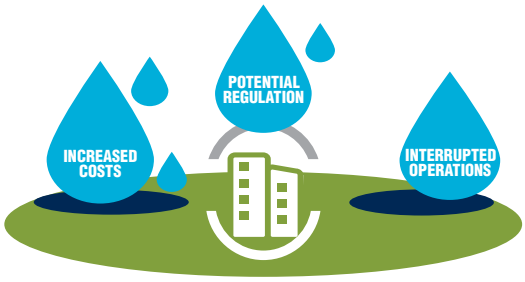
AT&T: MANAGING AND REDUCING WATER-RELATED RISK

Concern about increasing water shortages and rising water costs drove AT&T to pay closer attention to its water use. In 2010 AT&T conducted an assessment of the company's water use. The findings were stark: AT&T's top 125 water- consuming facilities were using 50% of the water used by the company, and 31 of those facilities were in highly water stressed areas.

Based on the premise that reducing its water use would reduce costs and associated risk for the company, AT&T worked with Environmental Defense Fund (EDF) in a series of pilot projects to evaluate water efficiency opportunities in 2012 and 2013. They found that building operators can realize substantial water savings in cooling towers — up to 40 percent — in ways that provide a competitive return on investment. In one plant, a $4,000 investment in free air cooling resulted in $40,000 in savings annually, making these kinds of projects compelling to C-suite executives.

WATER SCARCITY IS AN INCREASING BUSINESS RISK

FIG. 4 *Source: AT&T*



Reduce Water Use = Reduced Costs & Reduced Risks

Buoyed by these results, **AT&T set a goal and developed a plan to achieve 150 million gallons of annualized water savings by the end of 2015**. The plan includes investing in technology to improve water use efficiency for cooling towers, investing in "free-air cooling" projects, which take advantage of the outside air to provide some, or all, of the building's cooling needs, and training facility managers and key staff at AT&T's highest water using sites to grow their capacity to optimize cooling tower operations.

To share their successes, AT&T and EDF developed a toolkit to help other organizations build their own programs to reduce water and energy use in buildings—and save money. **It is estimated that commercial and institutional building operators could reduce water use by 14-40% by using the tools in the toolkit, saving some 28 billion gallons of water annually across the U.S.** The toolkit is available at www.edf.org/attwater.

WHITE WAVE/SILK: CHANGING THE COURSE OF CONSUMER BEHAVIOR WHILE ENHANCING BRAND EQUITY

Silk makes and sells a variety of dairy alternatives including soymilk, almond milk and coconut milk, as well as juice blends. Water plays a key role in Silk's products and the company is committed to reducing its footprint, and to educating consumers about water, particularly about embedded water in foods. In the competitive beverage industry, standing out on the shelf is critical and Silk believes that it can enhance the company's brand equity and customer loyalty by engaging consumers in a dialogue about sustainability.

For example, Silk was the first Charter corporate sponsor of Change the Course, an effort to restore freshwater flows to, and preserve the ecological health of, the Colorado River. Change the Course challenges the public to learn about issues that threaten freshwater sources and pledge to take individual action to reduce water usage. As a corporate sponsor, **Silk provides funding for water restoration projects in the Colorado River Basin. For each public pledge made, 1,000 gallons of water are restored.**

In addition to supporting Change the Course, Silk purchases Water Restoration Certificates (WRCs) from the Bonneville Environmental Foundation to balance 100% of the water used in its manufacturing process. For each WRC purchased, 1,000 gallons of water are restored to critically dewatered rivers and streams. In addition to balancing 100% of Silk's water footprint, Silk has been purchasing Renewable Energy Certificates for over a decade.

> *"We have real estate on our packages to use. We look for tools to connect with consumers to enhance our brand equity and reputation through meaningful environmental commitments."*
>
> Deanna Bratter, Sr. Manager, Corporate Sustainability, WhiteWave Foods

XANTERRA PARKS & RESORTS: WINNING HEARTS & MINDS WITH NUMBERS & EXPERIENCES

Xanterra Parks & Resorts is the country's largest park concessioner and operates lodges and restaurants at national and state parks, including Grand Canyon, Glacier,Yellowstone, Zion, Crater Lake, and Rocky Mountain National Parks. Each year, more than 18 million people visit the national and state parks where Xanterra manages concessions.

More than a decade ago, the company established Ecologix, its intranet-based ISO 14001 certified Environmental Management System (EMS), which provides a framework for the company to make business decisions that balance economic viability with ecological responsibility. Through Ecologix, Xanterra has institutionalized programs that reduce and recycle waste, conserve energy and water, and educate guests and employees on environmental stewardship. Xanterra set ambitious goals for its resource use by 2015. For example, the company aims to decrease its water usage by 25% from its baseline year of 2003.

To achieve this goal, Xanterra thinks and acts creatively, and engages heavily with its guests. At Grand Canyon Railway in Williams, Ariz., **Xanterra reduced water consumption by 63.6 percent between 2008 and 2012 by harvesting 169,000 gallons of monsoon rain water and snow melt to reuse as boiler water for its historic steam train** and by implementing an aggressive conservation education program for guests and employees.

The company has also taken steps in other locations such as equipping nearly all guest rooms with water-efficient fixtures, installing dual-flush toilets and waterless urinals, and encouraging towel and linen reuse companywide to save water used for laundering, with an estimated 75 % guest-participation rate.

"Water is precious, threatened, expensive, but we take it for granted. Truth is, if we had no water, there would be panic."

Catherine Greener, VP of Sustainability, Xanterra Parks & Resorts

CALL TO ACTION

Water is a complicated issue in the West, and it's tempting to be skeptical about finding solutions that work. But as these cases demonstrate, major corporations are taking strong action to reduce their water usage and to restore the watersheds in which they and their suppliers operate because they know it's in their best interest, and because it's the right thing to do.

Behind the handful of stories in this report, are hundreds of other Protect the Flows business members who endorse smart water policies. This business voice is growing louder as the risks to companies increase with every drought or depleted reservoir or aquifer. **The companies present at the Business of Water Summit called for policy makers to take action to balance all needs in the Colorado River basin including agriculture/food, industrial, municipal/urban, recreation, habitat/environment, and energy.**

"Broad principles make sense when addressing both energy and water issues. Eat your vegetables before dessert--look at effectively managing and reducing energy use before putting solar panels on buildings; get more efficient with the water we have before turning to new sources."

David Miller, Alpine Bank

PHOTOGRAPHY: *Jonathan Waterman*

Fortunately, there is already guidance about what needs to be done. The Colorado River Basin Water Supply and Demand Study, released in December 2012, represents a 2-year effort by the Bureau of Reclamation, agencies representing the seven Colorado River Basin States (Colorado, Wyoming, Utah, New Mexico, Arizona, Nevada and California), and many other river stakeholders. The purpose of the study was to define future imbalances in water supply and demand for Colorado River water over the next 50 years, and to develop and analyze options and strategies to resolve those imbalances. As noted earlier, the study found that demand for Colorado River water is already outstripping supply.

Taking their lead from the study, **we urge Congress and federal agencies to follow through and build an actionable plan to achieve at least the 3 million acre feet of water savings through urban and agricultural conservation identified as achievable in the basin study.**

The Bureau of Reclamation Colorado River Basin study concluded that the most cost-effective and easily implementable ways to address the imbalance on the Colorado River are to improve urban and agricultural water conservation.

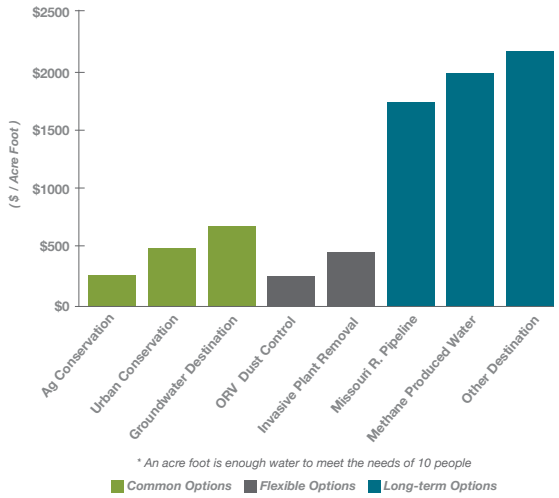
We can achieve this goal through practical, flexible, common sense, and market-based options like conservation, water banks, and reuse, without the need for huge taxpayer investment in expensive infrastructure projects.

Our business members call for Congress to continue to fund programs that drive sustainable water management, while protecting the river system and the communities, businesses, and wildlife it supports. Specifically, we should prioritize funding in the Colorado River Basin to:

- **Improve Agricultural Efficiency:**
  Support cost-effective investments in water technology and increase the efficiency of irrigation delivery systems to our farms and ranches.
- **Improve Urban Conservation:**
  Reducing urban water consumption by just one percent annually – a rate municipal utilities have averaged for two decades – produces significant savings at very low cost. Continue effective programs like the Bureau of Reclamation's WaterSMART and Title XVI Water Reclamation and Reuse programs that drive water conservation and American jobs through adopting innovative technology.
- **Establish Water Banks:**
  Implement management decisions that maintain and restore flows necessary for natural habitats, wildlife, and recreation, including the establishment of water banks. Water banks use markets to facilitate temporary or permanent transfer of water rights among water users, thereby moving water to where it is needed most.

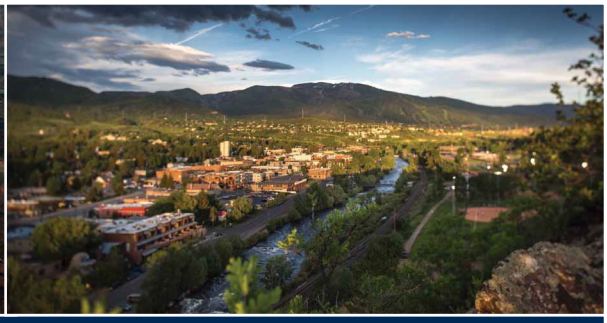
AGRICULTURE & URBAN WATER CONSERVATION ARE AMONG THE LEAST EXPENSIVE SOLUTIONS

FIG. 5 *Source: Protect the Flows, 2012*



PHOTOGRAPHY (left to right): *Rubicon Water, Red River Photography, Charlie Dresen - Steamboat Springs Real Estate*





CONCLUSION

The West was settled by courageous entrepreneurs who overcame tremendous obstacles. Today, private sector companies are rising to the challenge of increasing water scarcity by implementing cost-effective solutions, developing cutting edge technologies and social innovations, and engaging and educating their customers on water stewardship. **Our businesses are ready to lead the way to protect quality of life in the West, and to ensure the U.S. economy remains competitive by using our natural resources as efficiently as possible. But we can't do it alone, and we must act in a coordinated way now rather than after the rivers are drained and dry**.

We need policy makers, community groups, and more businesses to join us in our efforts to create a future that includes healthy rivers, state-of-the-art water conservation for cities and agriculture, and water reuse and sharing mechanisms that allow communities and industries to grow, prosper and adapt to water demands and availability.

BUSINESS FOR WATER STEWARDSHIP

BUSINESS FOR WATER STEWARDSHIP

The business networks Protect the Flows and Change the Course have merged to form an integrated Business for Water Stewardship platform under the leadership of the Bonneville Environmental Foundation (BEF). Rivers, communities, and businesses face ever-mounting pressures from climate change, prolonged drought, population growth, and over allocation and inefficient use of water resources. Both Protect the Flows and Change the Course have been working with the business and corporate community during the past 5 years to build a water-secure future. The Business for Water Stewardship (BWS) platform aligns the activities of both networks to more effectively leverage business participation and influence to address key water challenges affecting economies, communities and rivers across North America. Our combined efforts ensure that companies benefit from our expansive set of solutions in the most efficient and strategic way. For more information please visit **www.businessforwater.org**

PHOTOGRAPHY: *Arizona Raft Adventures*