THE GLOBAL COMPACT

The CEO Water Mandate

Eleventh Working Conference
Meeting Summary

March 4-7, 2013
Mumbai, India

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Background

In July 2007, the UN Secretary-General in partnership with international business leaders and under the auspices of the UN Global Compact launched the CEO Water Mandate – an initiative established to better understand and advance water stewardship in the private sector. The Mandate is built upon six core elements critical to addressing corporate water management: Direct Operations, Supply Chain and Watershed Management, Collective Action, Public Policy, Community Engagement, and Transparency.[1]

Following conferences in New York City (March 2008), Stockholm (August 2008), Istanbul (March 2009), Stockholm (August 2009), New York City (April 2010), Cape Town (November 2010), Copenhagen (May 2011), Stockholm (August 2011), Rio de Janeiro (March 2012), and Stockholm (August 2012), the UN Global Compact – with operational support from the Pacific Institute – convened the Mandate's eleventh working conference on March 4-7, 2013 in Mumbai, India. This meeting was attended by a wide range of participants representing 44 endorsing companies and prospective signatories, eight UN and government agencies, 16 civil society groups, and various other organizations.

The CEO Water Mandate's working conferences and workstream-specific sessions are meant to shape and advance the initiative's work by:

> ➢ Discussing key issues relating to each focus area and identifying common interests among companies, governments, civil society groups, and local communities regarding how companies (and the Mandate) can address them;

> ➢ Garnering feedback from Mandate endorsers and key stakeholders on the scope, objectives, and approach for outputs in the three current workstreams; and

> ➢ Exploring options for increased participation and engagement in the initiative and its workstreams by key stakeholders from the private sector, government, civil society, and other interests.

The first day of the Mumbai meeting, entitled "Conference on Corporate Water Stewardship and the Post-2015 Development Agenda: Drawing from the India Experience", served as a formal input into the UN's global consultations around the water thematic for the Post-2015 Sustainable Development Agenda, and focused on exploring the relevance of the emerging corporate water stewardship paradigm in the "Post-2015 world." That night, the Mandate held a short session providing an update on the Mandate's Water Action Hub. The second day featured facilitated multi-stakeholder sessions exploring the Mandate's ongoing work and focus areas, including 1) policy engagement and collective action, 2) human rights and business, and 3) corporate water disclosure. Participants learned about the Mandate's past and upcoming products, while also offering feedback on how they might be used to drive meaningful change on-the-ground, how the products themselves can be further strengthened, and how the associated Mandate workstreams can and should proceed in the coming months and years. The final day featured a company-focused training workshop that explored water-related collective action and how companies can design and implement effective and equitable collaborative water-related projects on-the-ground.

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[1] To learn more about the CEO Water Mandate and its six elements, go to:
http://ceowatermandate.org/files/Ceo_water_mandate.pdf

Key Learnings and Outcomes

The working conference set out to garner perspectives and opinions on key water-related challenges, particularly regarding policy engagement and the role of business in achieving sustainable development goals and sustainable water management. Below is a summary of the key learnings and outcomes from the meeting.

Formal Input into Post-2015 Sustainable Development Agenda's Water Thematic Consultation
The Mandate sessions on March 5, entitled "Conference on Corporate Water Stewardship and the Post-2015 Development Agenda: Drawing from the India Experience", served as a formal input for the water thematic of the global consultations regarding the Post-2015 Sustainable Development Agenda. During these sessions, panelists and audience members discussed a wide range of issues, including: 1) whether the prospective Sustainable Development Framework should include a water-related goal(s), 2) the appropriate scope and nature of potential goals and related targets on water and sanitation, 3) the appropriate role of business in achieving these goals, and 3) key barriers to success. Core messages included:

- There should be water-related goals as part of the forthcoming Post-2015 Sustainable Development Agenda.
- Achievement of goal(s) for water and sanitation are requisite to the achievement of numerous others sustainable development goals; as such water should be listed as its own standalone topic.
- Any targets and/or indicators should relate to and support one or more of the three subthemes identified in the water thematic global consultation: 1) access to safe drinking water, sanitation, and hygiene, 2) water resources management, and 3) wastewater and water quality.
- Targets and indicators related to sanitation must be further stressed and prioritized to highlight the importance of and difficulty of this issue.
- Targets and indicators should look not only at water-related conditions, but also the core drivers of those problems (e.g., lack of institutional capacity and good governance, corruption, poverty) in order to enact systematic change.

Observations made during discussions identified two important roles for private sector organizations: 1) ensuring their "own houses are in order" with respect to managing water-related impacts and 2) supporting and facilitating the realization of government-led efforts.

Policy Engagement and Collective Action
Much of the week's discussion focused on collective action and specifically providing insight into how companies can effectively implement such projects on-the-ground in a way that simultaneously drives business value and advances the public interest. The discussion also examined how policy engagement and collective action can be effective in addressing water related risks. Panelists indicated that since water risk is shared by companies, governments, and communities alike, collaborative response can be an efficient and effective way to address that risk. Corporate involvement can add value by motivating governments to act, by mobilizing private investment, driving innovation, strengthening institutional capacity, and using their considerable resources to raise awareness both with employees and outside the company. However, panelists also cautioned that successful, effective, long term engagement requires that businesses understand how their actions interact with ongoing water governance processes on the ground. In particular, participants raised two key points: that businesses need to ensure that actions interact with democratically led practices in a way that supports rather than undermines them and that 2) they should strive to align their actions with local priorities to ensure that well-intentioned engagements do not serve as detours away from established priorities or lead to negative unforeseen outcomes.

Business and Human Rights
The Mandate is currently in the process of developing Phase II of its guidance on aligning business practice with the human right to water and sanitation. Phase I sought to 1) understand trends, developments, and expectations related to the HRWS and 2) to begin exploration of the extent to which

company actions to respect the HRWS may align with existing corporate water stewardship practices. Phase II will aim to build off this research to create guidance that companies can use to inform their policies and approaches to HRWS. The Mandate Secretariat plans to work on this project throughout 2013 by analyzing current policies and practices, developing a white paper, and consulting stakeholders on emerging findings. It then plans to release the final guidance document by the end of Q2 2014.

Corporate Water Disclosure
Discussions in Mumbai did not focus on the corporate water disclosure workstream specifically. However, they did explore how companies typically evolve as water stewards over time and whether a model that represents this typical process might be developed. This conversation came out of the recognition that stewardship practice involves a range of policies and programs that require varying levels of expertise, resources, and commitment. This dialogue was designed to inform the tools and guidance presently under development by initiatives such as the Alliance for Water Stewardship, CDP, and others, and to ensure alignment and coherence among them. For the Mandate, these discussions will inform the upcoming final version of the Corporate Water Disclosure Guidelines.

Conference on Corporate Water Stewardship and the Post-2015 Development Agenda Summary

Overview & Welcoming Remarks

On 5 March 2013, the UN Global Compact's CEO Water Mandate convened a multi-stakeholder meeting among business leaders, civil society groups, UN agencies and other intergovernmental institutions, and other interests, entitled "Conference on Corporate Water Stewardship and the Post-2015 Development Agenda: Drawing from the India Experience". This session served as a formal input for the water thematic of the global consultations regarding the Post-2015 Sustainable Development Agenda. It sought to explore specifically the prospective role of business in advancing potential policy objectives relating to increased access to water, sanitation, and hygiene (WASH) services; improved water resources management and governance; efficient water use; and pollution reduction. This consultation focused on, in particular, four core questions:

- Should there be a water-related goal(s)? If so, what issues should a new water-related goal(s) ideally cover?
- What is the role of business in supporting achievement of goals,
- How should the goals be framed to ensure maximum impact and alignment with emerging water stewardship practice?
- How do we get from goals to corporate action?

Jan Eliasson (Deputy Secretary-General, United Nations) addressed conference participants via video message highlighting the great importance of water in sustainable development, the important role of business in advancing sustainable water management, and the great value of cross-sectoral collaboration in driving positive outcomes on-the-ground. He also specifically called on businesses and others to take immediate action to address the global sanitation crisis. This message can be viewed here. The entire daylong event was web-streamed enabling people from around the world to participate as listeners and contributors to the consultation. All of the conference sessions can be viewed here.

The day kicked off with greetings and introductions from Mr. Gavin Power (Head, CEO Water Mandate; Deputy Director, UN Global Compact). Mr. Power talked about the initiative's history, current key workstreams and focus areas, and plans for the future. He stressed the importance of the upcoming Post 2015 Sustainable Development Agenda and the great opportunity the Mandate has in helping to shape effective and meaningful goals related to water management and access to water services.

Sustainable Development Goals, Targets, and Indicators Related to Water

The sessions resulted in a variety of ideas for the Post-2015 Sustainable Development Agenda regarding whether they should indeed be water-related goals; if so, what water-related goals are most important and beneficial; and how these goals might be framed to optimize outcomes and encourage corporate involvement. There was widespread agreement that there should indeed be water-related policy objectives as part of the prospective Sustainable Development Goals. Further, since the achievement of goal(s)[2] for water and sanitation are requisite to the achievement of numerous others sustainable development goals; water should be listed as its own standalone topic.

Discussions suggested that Targets and indicators should look not only at water-related conditions, but also the core drivers of those problems in order to enact systematic change. It is necessary to look at developing institutional goals in addition to looking at on-the-ground results and outcomes. Participants also agreed that any targets and/or indicators should relate to and support one or more of the three

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[2] In the Sustainable Development Agenda context, goals refer to overarching issues (such as environmental sustainability) to be addressed. Targets refer to sub-goals (such as access to water services), while indicators refer to proxy metrics for gauging progress toward targets.

subthemes identified in the water thematic global consultation: 1) access to safe drinking water, sanitation, and hygiene, 2) water resources management, and 3) wastewater and water quality.

<u>Access to safe drinking water, sanitation, and hygiene</u>
The sessions indicated an agreement that the prospective goals should include indicators related to access to water services, sanitation, and hygiene, as do the Millennium Development Goals. Despite impressive strides over the past decade in access to safe drinking water worldwide, panelists noted that the indicator related to sanitation was one of the most behind-schedule of the Millennium Development Goals and that because of this, targets and indicators related to sanitation must be further stressed and prioritized. This point was underscored by the fact that greater sanitation coverage is critical to supporting a variety of other goals related to poverty reduction, education, pollution abatement, and women's rights. Lastly, the Post-2015 Agenda should be grounded in the human rights agenda, considering and incorporating rights-based approaches to sustainable development.

<u>Water resources management</u>
Panelists' and participants' indicated widespread support for a target related to effective water resources management (i.e., demand aligning with long-term renewable supply by region) and that this target should consider that water management needs and strategies will differ greatly at the national and local levels. Water resources management indicators should drive institutional capacity, while also allowing assessment of actual on-the-ground outcomes. The Post-2015 Sustainable Development Agenda should enable improved government and corporate accountability/measurement mechanisms that in turn drive good practice.

<u>Wastewater and water quality</u>
Discussions also strongly supported the notion that the prospective SDGs should include an indicator related to the treatment of wastewater. Such indicators should consider both the potential for greater municipal wastewater treatment, but also encourage greater treatment among business and industry.

Barriers to Realization of Goals
The day's sessions suggested that the realization of sustainable development goals presents a great challenge to business and society more broadly. Learning from past experiences of the MDGs, there is recognition that the Post-2015 Sustainable Development Agenda must look at more than WASH and that more societal players, including the private sector will need to be involved in the achievement of any water-related goals.

Businesses realize that even though some are making a concerted effort to maximize water use efficiency and reduce pollution, water challenges still pose a great risk to their long-term viability. In many countries, particularly those of the Global South, water governance and management is weak, leading to a lack of reliable access to water among communities, businesses, ecosystems, and others. If the water sources upon which companies rely (e.g., municipalities, aquifers) are not managed sustainably, industries cannot thrive. Similarly, short-term efforts to increase access to safe drinking water are less meaningful if that water is not reliably delivered and sustainably managed more broadly.

Furthermore, there is a dearth of awareness, capacity, and knowledge that hampers more robust water governance. Exacerbating this problem is an incongruity between where financial aid is most needed and where it is available. Middle-income countries have disproportionate access to water-related financial aid, despite the fact that low-income countries tend to struggle most with water governance and WASH issues. In many countries, such as India, large companies may have an awareness of and capacity to address water challenges, yet SMEs (often suppliers to these larger companies) still use outdated practices. Lastly, many of the current efforts to solve these issues occur in isolation of one another, not addressing the linkages between water, food, energy, hygiene, and other issues, and often with different sectors addressing common problems in silos.

Players and Their Roles

Panelists and audience members indicated that solving the many different water-related challenges facing the world will require concerted, collaborative efforts among different sectors and groups. In addressing water challenges, business' primary roles are to: 1) ensure their "own houses are in order" with respect to managing water-related impacts and 2) support and facilitate the realization of government-led efforts. Businesses must be responsible for their own impacts on communities and ecosystems, paying for wasteful water use and undue pollution. With respect to water resources management, businesses can provide financing, a wealth of data (e.g., on water quality and groundwater depletion), managerial expertise, and technology that allow governments to make informed decisions and implement them more effectively. With respect to WASH goals, industry can invest in pollution reduction and where appropriate greater access to services, simultaneously reducing their risks and advancing public policy goals.

However, in addition to providing needed resources, businesses can also act as an agent of change, encouraging governments to allocate resources to these important issues and promoting good practices among their employees and suppliers in the watersheds in which they operate. Business leaders can play an important role in mobilizing the global business community. Ultimately, to be true water stewards and advance sustainable development goals, companies must not only manage water as a business risk, but assume the role of enabler and facilitator of improved water management in the public interest.

Possible roles for other groups, as well as ways they can work in support of one another include:

- Governments: Governments are the only bodies with legitimacy to develop water policies and corollary implementation plans. They must ensure accountability to these commitments and provide redress mechanisms for the poor, while developing meaningful strategies directed at industry that incentivize good water management practices by business. Companies can support this role by encouraging governments to take immediate and bold action and by providing data and expertise that supports water management capacity.
- Consumers/citizens: Through their purchasing decisions and policy advocacy, people have the ability to incentivize responsible water management practices by business. Business, investors, and civil society can all support the development of systems that allow consumers to identify and demonstrate their preference for good actors.
- Financial Institutions & Investors: Financial institutions can drive the realization of sustainability goals by establishing and utilizing systems that assess corporate water practice and/or water-related projects and by seeking to invest in and fund companies/projects that advance these goals.
- Civil Society: Civil society plays a critical role in helping to identify and implement methods for realizing sustainable development goals, building consumers' ability to identify responsible companies, and advocating for and empowering underprivileged communities and the environment. Responsible businesses acknowledge and support these important functions, and engage civil society to better understand how they themselves can drive progress.

Business Strategies for Supporting the Sustainable Development Agenda

The day's sessions indicated a belief that businesses can and should contribute to the Sustainable Development Goals and that they can do so by adopting sustainable water policies and practices and by participating in good practice-sharing initiatives, such as the CEO Water Mandate.

Companies can begin their journey of water management by driving improve policies and practices within their own organizations. Companies can engage their employee base to drive action, by demonstrating long-term top management support and showing how water impacts their careers, families, and communities. Water champions within organizations help build commitment toward sustainable practice. Corporate water assessment allows for a better understanding of water-related impacts and risks, and where action should be prioritized. Businesses can also report and disclose their water performance, risks, and impacts, thereby sharing good practices and ensuring accountability for adverse impacts.

Businesses who understand the importance of water stewardship and sustainable water management can also leverage improved performance among other groups. In some cases, companies can achieve greater efficiencies (and reduced risk) by working with and improving practices of other water users in their watersheds. Leading businesses can also play a critical role in vocalizing the importance of these issues and encouraging other corporate actors to pursue corporate water stewardship practices. Ultimately, the management of business risks and the realization of sustainable water management rely upon effective water governance across an entire watershed. Participatory watershed structures help circumvent challenges related to undue corporate influence and a lack of meaningful voice for underprivileged communities. Public-private partnerships are an important strategy for leveraging change and combining limited resources in support of common goals. Businesses can also contribute by engaging in on-the-ground collaborative partnerships/collective action involving peer businesses, UN agencies, civil society, and other interests. Companies can also utilize innovative technology platforms, such as the CEO Water Mandate's Water Action Hub to pursue and establish such partnerships.

Questions

Many critical questions were raised during the day's deliberations that had bearing on the Post-2015 Sustainable Development Agenda, but for which there was no conclusive answer, including:

- What are companies to do in the absence of effective public water governance systems that can develop and drive water-related agendas?
- How can companies practically engage in policy to simultaneously ensure that: 1) the public interest is advanced, 2) business risk is reduced, and 3) equitable access to decision making is assured?
- How can water's role as both an economic and social good be best balanced in order to enable its long term sustainability?
- Should WASH- and water-resource-management-related goals be separate or integrated?

Utilizing the Water Action Hub to Promote Collective Action

Updates since Launch
At the end of the first day, a short session was held to update participants on the initiative's Water Action Hub, an online tool designed to help businesses, governments, NGOs, communities, and others to more efficiently identify potential organizations with which to partner with on shared water-related issues in regions of strategic interest. The Hub stems from recognition that water-related business risks by and large emanate from watershed conditions beyond a company's fenceline (e.g., water stress, pollution, inadequate infrastructure, lack of management capacity) and over which companies have limited direct control. Thus, it is increasingly being accepted that companies need to collaborate with each other, NGOs, development agencies, and governments to effectively address long-term water risks.

Mai-Lan Ha (Research Associate, Pacific Institute) provided an overview of the functionality of the Hub and features, as well as a review of regions added since the platform's launch. Users of the Hub are able to access its content through four inter-related entry points: organizations, projects, regions, and action areas. In the last several months, the project team has expanded to three new river basins (i.e., Limpopo, Lake Victoria, and Ganges), added translation capabilities, created more direct linkages to the WWF/DEG Water Risk Filter, and built capabilities into the Hub to allow for integration with other platforms.

Future Projects and Facilitated Discussion
Mr. Jason Morrison (Technical Director, CEO Water Mandate) also spoke of project team efforts underway and partnerships being formed for the Hub, as well as the desire for the platform to become a "water meta hub" that serves as a portal to a wide range of water-related projects and information. For example, the Mandate is collaborating with WWF South Africa to map the businesses located in the Limpopo Basin in order to enable greater degrees of collaboration in the region. Under a newly executed Memorandum of Understanding, the European Water Partnership (EWP) has also agreed to act as the European regional coordinator for the Hub. The EWP will utilize the Hub to upscale its "Local Deals" initiative and encourage more water stewardship partnerships and collective action in Europe. It will be the main body identifying basins for inclusion on the Hub, mapping basin stakeholders and resources, and "seeding" the Hub with various existing projects in Europe. The Mandate is also collaborating with Ecolab to expand the Hub to the Yangtze, where the Hub will be used to facilitate more effective and inclusive stakeholder mapping and outreach as part of Ecolab's work with the Alliance for Water Stewardship to beta test its international standard.

Discussion among the room also indicated a potential for further collaboration to expand and strengthen the Hub. For example, a representative from Nike raised the possibility of using the Hub to consolidate and focus a wide range of water-related projects along its supply chain across the globe. The representative also highlighted the possibility of using the Hub to effectively coordinate communication and action across the apparel brands and their suppliers globally on similar programs, policies, and practices. Further discussion highlighted the potential for the Hub to bring together apparel companies and their partners with other actors in the same watershed, but also to coordinate the efforts of geographically-diverse partners in the same industry sector. The discussion stressed the need to find better and more efficient ways to connect organizations with financing for water-related projects and to ensure that water-related projects are successful in achieving their stated goals.

Multi-Stakeholder Working Session

Overview & Welcoming Remarks

Day 2 was conducted as a more typical CEO Water Mandate Multi-Stakeholder Working Session, featuring presentations and facilitated discussion relating to the Mandate's core workstreams: 1) policy engagement and collective action, 2) business and human rights, and 3) corporate water disclosure. Co-hosted by the Alliance for Water Stewardship and the CDP, the day's sessions sought to explore complex issues confronting companies in the field, to better understand diverging perspectives, and to work toward a shared understanding of what is needed to drive outcomes on-the-ground that are mutually beneficial to business, communities, ecosystems, governments, and others.

Gavin Power (Head, CEO Water Mandate) opened the Working Session with an overview of discussions conducted at the previous day's Post-2015 Sustainable Development Agenda consultation. He expressed the importance of the Mandate's contributions to the possible Sustainable Development Goals. Mr. Power also spoke of the ongoing value of the initiative's many workstreams and projects, while highlighting the opportunity for integration and synergy with the UN Global Compact's other initiatives, such as Caring for Climate, Women's Empowerment Principles, Children's Principles, Business and Peace, and Sustainable Agriculture.

Rob Greenwood (Principal, Ross Strategic) reviewed the objectives for the Working Session and stressed that discussions were intended to push assumptions and challenge conventional thinking. Mr. Greenwood led an exercising taking stock of the different sectors present in the room. Finally, he reviewed the meeting's ground rules (see Appendix B) and reminded participants that the day's session would operate in conformance with the Chatham House Rule as a means to encourage open and candid dialogue.

Corporate Water Stewardship Maturity Progression

The day's first session sought to explore how companies typically evolve as water stewards over time and whether a model that represents this typical process could be developed. This discussion reflected recognition that stewardship practice involves a range of policies and programs that require varying levels of expertise, resources, and commitment. This dialogue was designed to inform the various tools and guidance presently under development by initiatives such as the Alliance for Water Stewardship, CDP, the Mandate, and others, and to enable alignment and coherence among them as needed and appropriate.

Jason Morrison (Technical Director, CEO Water Mandate) began the conversation by introducing the concept of a water stewardship progression and reviewing the Mandate's work in the area to date. He discussed a preliminary model for this progression (Figure 1) developed by the Mandate for the Public Exposure Draft of its Corporate Water Disclosure Guidelines in order to offer guidance on how disclosure itself might progress over time. Morrison explained that this model was developed in collaboration with PwC, CDP, World Resources Institute, and Global Reporting Initiative and in consultation with the Mandate's Water Disclosure Working Group and Corporate Water Disclosure Stakeholder Advisory Group. This session was designed in part to garner feedback on this preliminary model and discuss how it might be refined and improved.

Figure 1: Corporate Water Stewardship Progression

| Improve operational water performance | Understand how the company interacts with basins | Develop a comprehensive water strategy | Leverage improved performance in the value chain | Advance sustainable water management and collective action |
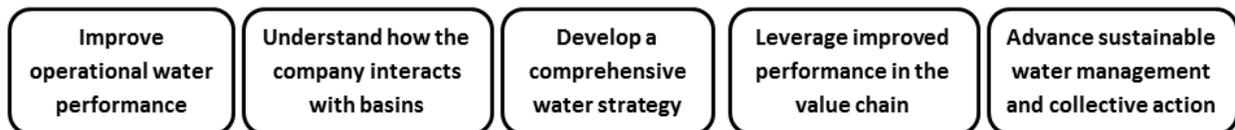
Cate Lamb (Head of Water, CDP) followed with her organization's perspective on why a progression model would be helpful and what an ideal model might look like. Ms. Lamb first provided an overview of CDP, explaining that it operates on behalf of investors to encourage companies to disclose information on

the efficacy of their carbon emissions, water stewardship, and forestry practices. Its questionnaires double as a means of holding companies accountable and driving good performance. CDP surveys have revealed that companies are increasingly reporting an exposure to risk and increased corporate engagement on water throughout their supply chains. Eventually, CDP plans to score companies based on their responses to the water questionnaire, allowing investors to differentiate between advanced water stewards and those just beginning to manage water risks and impacts. She observed that a standardized corporate water stewardship maturity progression model could serve as one consistent basis for assessing the robustness of corporate water practice.

Alexis Morgan (Director, Global Water Roundtable for the Alliance for Water Stewardship) explained that the AWS was established to develop a globally-consistent water stewardship standard by means of a multi-stakeholder development process. He suggested that various industry sectors are at different places with respect to their collective maturity progression due to their local conditions, different business models, and varying data availability and societal expectations. He reminded the audience that those in the room for the most part represented the most advanced corporate water stewards, and there is still a long way to go in converting a critical mass of companies toward more sustainable water practices. He also suggested that many SMEs will have a difficult time achieving "advanced" status due to a lack of resources and require incentives to act.

Lastly, Ruth Mathews (Executive Director, Water Footprint Network) talked about the benefits of water footprint assessment, a process that allows water users, including businesses, to understand how much water they use throughout their operations and value chain; assess whether that use is sustainable, efficient, and equitable; and develop responses. Mathews demonstrated that for many companies promoting efficient internal operations may be much less impactful than supply chain engagement. She suggested that this may affect how their water stewardship practice matures over time. For many companies, depending on the industry sector, it may be more important to develop strategies addressing indirect water use and to engage with others as first steps.

After the panelists offered their perspectives, audience members were invited to ask further questions and share their own thoughts on corporate water stewardship maturity progression. This discussion revealed a number of common themes and messages, including:

- The progression should not be viewed as linear; the value of any element of this continuum is context-specific and dependent on the unique circumstances of the company.
- Companies do not move from one stage to the next, but rather continuously build on a set of ongoing practices; risk assessment and strategy development must be regularly revisited.
- Companies should look not only to improve the sustainability of their own water use, but also, and perhaps more importantly, to facilitate the sustainability of their watershed.
- Collective action and policy engagement are an essential component of water stewardship.
- The steps of the maturity progression are not only about alleviating risk, but also about creating value and opportunity for the company and others in the watershed.
- We must develop a means of better understanding whether corporate water stewardship efforts are successful and whether watersheds are being more sustainability managed.

However, the conversation also indicated several diverging versions of corporate water stewardship and how it matures over time. For instance, some questioned the great emphasis placed on risk and instead preferred more focus on the sustainability of water use as an inherently beneficial step. There was also discussion on whether company water-related efforts should be focused on water-stressed basins or whether efficient operations should be prioritized in all basins. Furthermore, how would one evaluate a company if it's a good actor in a bad watershed, or a bad actor in a good watershed? Which is more responsible and sustainable?

Business and Human Right to Water and Sanitation
Next, Jason Morrison (Technical Director, CEO Water Mandate) provided an update on the Mandate's business and human rights workstream, offering details on the results of initial research and plans for

Phase II work with respect to the initiative's Guidance on Aligning Business Practice with the Human Right to Water and Sanitation. He explained that Phase I of this work, culminating in the paper *Bringing a Human Rights Lens to Corporate Water Stewardship: Results of Initial Research*, sought to: 1) understand trends, developments, and expectations related to the HRWS so as to inform development of operational guidance and 2) begin exploration of the extent to which company actions to respect the HRWS may align with existing corporate water stewardship practices. Research to date has indicated there are a number of areas of convergence between human rights principles and corporate water stewardship practice, including the need for meaningful stakeholder engagement, understanding and preventing impacts along the value chain, disclosure of impacts and response efforts, and a flexible approach. However, it also suggested that it may require a recalibration of business processes, focusing on identifying and addressing risks to rights, rather than risks to business.

The Phase II work presently underway aims to build off this research to create guidance that companies can use to inform their policies and approaches to HRWS. Specifically, Phase II will explore:

- How policy commitments related to respecting the HRWS can be aligned with a company's broader water management-related policies and goals;
- The extent to which HRWS-related due diligence processes can be incorporated into existing water-related impact assessments and associated responses;
- How companies can avoid and address water-related human rights impacts arising through its business relationships (without prejudice to the Guide's general focus on companies' direct operations), vis-à-vis broader efforts to engage with suppliers;
- How companies can consult meaningfully on HRWS as part of their broader water-related stakeholder engagement efforts;
- How companies can integrate human rights considerations into their water policy engagement and collective action projects;
- How companies can put in place or support effective operational-level grievance mechanisms;
- How businesses can meet their responsibility to respect the HRWS and related human rights in situations where governments fail to meet their duty to protect; and
- How companies can incorporate human rights considerations in their water disclosure practice.

The Mandate Secretariat and project partners Shift and Oxfam America plan to work on this project throughout 2013, analyzing current policies and practices, developing an interim white paper, and consulting stakeholders on emerging findings. It plans to release the final guidance document by the end of Q2 2014.

The Potential and Risks of Corporate Engagement in Water Policy and Management
During the next session, Stuart Orr (Head of Water Stewardship, WWF International) and Nick Hepworth (Director, Water Witness International) provided their perspectives on the opportunities and pitfalls presented by corporate engagement in water policy. This conversation was designed to challenge assumptions and offer a candid look at the realities of corporate involvement in democratic water governance processes.

Mr. Orr began the discussion by giving his views on the opportunities provided by corporate engagement, anchoring this discussion in the concept that water risk is shared by companies, governments, and communities alike, and that collaborative responses are the more efficient and effective ways to address such risks. He also asserted that corporate involvement can be quite effective in motivating governments to act. He also spoke of the power of corporates to mobilize investment, drive innovation, strengthen institutions, and use their considerable resources to raise awareness. At the same time, Mr. Orr acknowledged fair criticism that though many constituencies face water risks, they face them in different ways, and have inequitable access to responses and decision-making. He suggested that corporate engagement must be grounded in understanding and considering others' views and interests. He pointed to Lake Naivasha, Tanzania as a compelling example of effective corporate engagement that has led to improved water management in the region.

Mr. Hepworth followed, offering his views on the many risks of corporate engagement in water policy. While asserting that the concept of shared risk was sound, he said implementation poses practical concerns and challenges and that the right mechanisms need to be in place to generate positive outcomes. And that while the substantial resources and leverage of corporates make them potentially powerful partners, it also lends itself easily to unfavorable outcomes, whether intentional or inadvertent. Companies have power, typically much more than other actors in their watersheds, and can use that power to both good or bad ends. Their actions may not be aligned with local priorities or their well-intentioned practices may be misguided leading to unforeseen, perverse outcomes. The fact that governments listen to business means that companies can very easily dominate and derail democratic processes striving for sustainable water management in favor of inequitable outcomes. This policy capture can happen in many ways: the capture of resources, process, regulation, among others. For instance, in East Africa, despite progress water management law, companies can easily obtain water permits, while small-scale farmers have to wait for years. He closed by offering several questions:

- What is the balance between high economic value water use and water use for local well-being?
- What role can and should companies play in facilitating greater procedural and distributive water justice (especially in areas of weak governance)?
- How can companies be encouraged to consider long-term profit drivers in the face of immediate short-term profit motives and shareholder pressure?
- Can companies actually advocate and lobby for water management in the public interest?

The presentation from Orr and Hepworth was followed by a multi-stakeholder response panel featuring reflections from four representatives from UN agencies, civil society, and the private sector. This conversation affirmed that bringing the leverage and capabilities of corporate into play is critically important to sustainable water management. At the same time, discussions suggested that there are institutional processes, internal incentives, and other measures that need to be in place to assure the strengths of the corporate participant are leveraged in an equitable and balanced way for the watershed as a whole. Some other key threads running through this dialogue included:

- Companies should be expected to contribute to sustainable development goals and targets.
- Corporate involvement in promoting WASH services can improve the health of a company's labor force and productivity.
- Though company's CSR staff may be compelled by the business case for public-interest-focused engagement, upper management may not yet be as "enlightened".
- Linking corporate managers' pay to sustainable water management objectives would provide critical incentives for meaningful action.
- Good local water governance regimes that implement principles around transparency, accountability, and equity are needed to manage the asymmetric powers of different groups.
- Companies need to be driven toward full accountability and payment for externalities of their policies and practices.
- Successful engagement must include the wide range of stakeholders in the watershed, even those which have traditionally played an oppositional role to the company
- Water stewardship goes beyond managing water risk; it entails companies using their leverage and resources to enable watershed-level sustainability and robust water governance to the benefit of the company and its stakeholders alike.
- Companies should define what they mean by equitable water use and water justice; different groups may have very different interpretations of these terms.
- In order to encourage companies to promote long-term stability over short-term profit, consumers and investors will need to demand they do so.
- Companies cannot be clustered into one category; there are some who will be good partners, others who will not.

What is "Water Stress" – Are We Talking about the Same Thing?
As water assessment tools continue to emerge and their underlying methodologies evolve, there has been a proliferation of sometimes competing interpretations and uses of the terms "stress" and "scarcity",

which are sometimes even conflated with the notion of "water risk". The final session of the second day sought to garner the perspectives of current water stewardship initiatives, especially those launching online assessment tools, regarding their understanding of these various terms. It aimed to explore several key questions, namely:

- Do companies and their stakeholders make an important distinction between water "stress" and "scarcity"? Is either one of these terms preferable in a corporate water assessment context?
- Is there a meaningful distinction between areas experiencing physical water stress/scarcity as opposed to those facing water-related challenges more broadly? Is there a scenario in which companies or their stakeholders would want to consider physical scarcity separately from economic scarcity and other water-related challenges?
- Is there an important distinction between areas of high "water stress" and areas of high "water risk" in a corporate water assessment context?
- The Guidelines, as they currently stand, include several metrics, such as "proportion of withdrawals in water-stressed areas". What definition of this term is of most use to companies and their stakeholders in a disclosure setting?

Ultimately, this session was designed as a first step toward driving a shared understanding of this terminology so that eventually corporate water stewardship tools and initiatives use them in a consistent and coherent manner.

The conversation began with Charlie Iceland and Tien Shiao (Senior Associates, World Resource Institutes) who gave a brief overview of WRI's Aqueduct tool. They explained that Aqueduct assesses location-specific water risk around the world to allow companies, investors, and stakeholders to identify where action on water is particularly important and to drive informed responses to those challenges. Aqueduct assesses water risk on a variety of indicators, including what they refer to as "baseline water stress", which in this context is a ratio of water withdrawals in an area to blue water availability. Aqueduct includes several other indicators, on interannual variability, upstream storage, access to water services, drought severity, and others, but they are not considered part of the measurement of water stress.

Next, Ruth Mathews (Executive Director, Water Footprint Network) offered a similar definition of water stress, indicating that WFN compares the blue water footprint of a location with blue water availability to understand blue water scarcity. In this case, blue water availability is defined as the natural flow regime minus environmental flows. WFN is currently working on 5 arc minute global maps of blue water scarcity.

Lastly, Jochem Verberne (Manager, WWF International) described the WWF/DEG Water Risk Filter and how it assesses water scarcity. He explained that the Filter is an online tool that companies can use to asses water risk based on their water performance and the context in which they operate. The Filter uses water scarcity – measured as the ratio of blue water footprint to blue water availability on a monthly basis – as one of many water risk indicators. Unlike other tools, WWF uses water consumption rather than withdrawals to measure the blue water footprint. The Filter includes additional water scarcity indicators, including blue water scarcity in the month in which scarcity is the highest and the number of months per year when water scarcity exceeds 100%.

Panelists suggested that the disparity between results among these similar tools is problematic and may lead to uninformed or incoherent responses among their user bases. Ultimately, the tools should provide very similar results while allowing for a clear understanding of why discrepancies exist between tools, or rather that companies should all simply use the "best" tool. Audience members stressed the need to "reality test" these tools, most of which are mostly based on modeling rather than validated on-the-ground conditions. Others suggested that these discussions still seem to confuse and conflate the terms "stress", "scarcity", and "risk", and that there is need for further clarification.

Closing Remarks
Gavin Power (Head, CEO Water Mandate) closed the day by thanking the speakers and applauding the participation from various UN agencies. He stressed the importance of the Mandate's role in the Post-

2015 Sustainable Development Agenda, while also highlighting the importance of the UN Global Compact's local networks in driving meaningful action on-the-ground. He also noted that lack of government participation in the day's meetings and called for the audience and the Mandate itself to do more to engage governments in the future. Finally, Mr. Power thanked the conference's sponsor Tata Steel for its generous contribution that made the day's events possible.

Collective Action Working Session

Session Objectives & Welcoming Remarks
The final day featured a company-focused workshop meant to facilitate companies' efforts to pursue water-related collective action on the ground. Specifically, this session sought to:

1. Help define and advance good practice on water-related collective action,

2. Offer deeper understanding into why companies are pursuing collective action and how it fits into their broader corporate water stewardship strategies and programs,

3. Generate discussion and group learning regarding a strategic approach to developing water-related collection action as supported by the CEO Water Mandate Guide to Water-Related Collective Action.

To open the day, Jason Morrison (Technical Director, CEO Water Mandate) provided an overview of the day's agenda, while Rob Greenwood (Principal, Ross Strategic) summarized the ground rules and expectations for the day's conversations. He reminded the audience of his neutral position and the session's observation of Chatham House Rules, while also encouraging companies to speak candidly.

Examples of Companies' Collective Action Experiences in India: Grounding Theory in Practice
The first session offered a chance for companies to share their experiences with implementing water-related collective action. First, Meenakshi Sharma (VP Sustainability and Communications, SABMiller India) and Vinayak Damle (Senior Advisor, Confederation of Indian Industry) discussed the Neemrana Groundwater Management Initiative in Rajasthan, India. This project focuses on action taken by SAB Miller and CII to promote participatory groundwater management around SAB Miller's brewery in the region. The presentation highlighted key components of the project including extensive scientific research of the region, the formulation of a framework for action, outreach and partnership with different stakeholders, governance models, and actions to address local water challenges.

Next, Alka Talwar (Head of CSR Corporate, Tata Chemicals) described a Tata Chemicals project in Okhamandal Taluka, Gujarat focusing on integrated watershed and groundwater management. Ms. Talwar emphasized that all of their collective action activities are grounded in their sustainability principles and are based on a community centered approach which includes the establishment of village committees to ensure effective implementation and long term sustainability of local projects.

Finally, S. Bhaskar (Chief of PS, Tata Steel) spoke of his company's various programs on corporate social responsibility and water stewardship specifically. He described a wide range of facility-level efficiency programs, but also stressed the importance of community engagement in driving sustainable outcomes in the watersheds in which they operate.

Some key messages that ran through the presentations and subsequent discussion included:

- Business can act as a key catalyst for watershed-level collective action by undertaking the background research that underpins identification of challenges and possible response actions, developing a framework for action and then finding a variety of stakeholders who bring their own expertise to implement some part of the solution(s).
- Businesses often play a key role by providing knowledge and financial/technical resources that can facilitate successful implementation of a project.
- There is a need to develop community level buy-in and long-term management and ownership of projects. This requires trainings (which have to be adapted to local circumstances) and most importantly trust building between companies and local communities.
- It is important to establish governance models (that include local community participation) that encourage transparency and accountability of projects.

- It is important for collective action to be grounded in close working relationships built on trust between companies, communities, and governments in order to meet common objectives. Each stakeholder brings with them their own knowledge and competencies to the project.

Decision Calculus for Engagement with Business on Water: An NGO Perspective

The next session garnered an NGO perspective on how companies can implement collective action projects effectively and in a way that considers a wide range of community perspectives and needs and advances the public interest. The panelists included Scott McCready (Senior Business Development Manager, WaterAid), Stuart Orr (Freshwater Policy Officer, WWF International), Danielle Morley (Executive Secretary, Freshwater Action Network), and Venkatesh Aralikatty (Regional Coordinator, Freshwater Action Network South Asia). These discussions suggested that for some NGOs there are certain companies that will likely not be considered as partners based on their past performance and positions. NGOs may also be averse to partnerships if they feel they need to compromise their organizations' founding principles or strategic approach. Otherwise, NGOs consider several criteria when considering corporate partnerships, including:

- Geographic priority alignment (such as a focus on BRICS and hotspots)
- Capacities of corporate partners in those locations and willingness to take risks
- Motivations, ambitions, and values of the potential corporate partners
- The nature and type of relationship sought by potential partners
- Funding support opportunities
- Company leadership and buy-in from top management
- Potential for reputational risks to the NGO
- Ability to retain an independent voice and integrity
- Whether the relationship can function effectively in the local regulatory environment

The conversation suggested that generally NGOs look for partnerships that can fill priority gaps that fit into broader strategies and structures relating to what the NGOs are trying to achieve. They are drawn to partnerships that bring added value to existing processes and relationships. Some NGOs will seek to engage with those who view them as collaborators, not as delivery mechanisms or implementers. They will seek to build relationships with those businesses that have sensitivities to the local environment. The relationship must be predicated on mutual trust. NGOs interested in engaging with corporations will need to develop clear communications channels and strategies in order to avoid projects that are not in their interest.

Overview of UN CEO Water Mandate's *Guide to Water-Related Collective Action*

Continuing on with this conversation of the practical considerations needed to carry out effective collective action, Rob Greenwood (Principal, Ross Strategic) described the Mandate's Guide to Water-Related Collective Action, a beta version of which was released in August 2012. Developed by Ross Strategic in collaboration with the Pacific Institute, Pegasys, and Water Futures Partnership, this Mandate guidance offers good practice to help companies establish enduring relationships with a broad spectrum of stakeholders, leaders, and individuals to advance sustainable water management. Specifically, it: 1) identifies and characterizes various engagement methods and collective action models, 2) describes how companies can understand the nature of such collaborations, and 3) provides a framework and recommendations for how they can best organize and execute these actions.

The Guide assists companies in a variety of different elements of collective action. First, it helps companies understand when and where collective action will be most useful. It suggests that collective action is desirable and necessary when unilateral action will not produce these outcomes. It describes processes for preparing for collective action, whereby companies strive to understand the water challenges in the areas they operate, identify and assess potential partners, and develop options for engagement. It also helps with the scoping of collective action, explaining how companies can decide on which level of engagement is needed and what types of interventions would be most helpful.

The Mandate will seek to finalize this Guide in September 2013. In the meantime, Water Futures Partnership is developing a companion piece that will provide tips on key collective action design considerations and tactics to maximize the effectiveness of a collective action initiative.

Breakout Sessions on Collective Action
The rest of the day was spent in smaller groups exploring a variety of specific issues regarding collective action. One session focused on "Scoping Water Challenges and Potential Action Areas" and sought to explore the following questions:

- What are your priority water-related challenges?
- What underlying deficiencies in the water management system have led to the challenges?
- Which collective action areas will best address the problems you have identified?

Another session was entitled "Identifying and Characterizing Prospective Collective Action Participants" and aimed to discuss the questions:

- Who has what type of interest in your challenge and associated action area?
- Who can best help address your challenge as a partner?
- Who needs to be part of the solution(s) that will address your challenge?

The final session "Scoping the Collective Action Level(s) of Engagement" explored the questions:

- What degree of dependence on external parties does success in your action area have?
- What is the degree of external party interest and capacity to participate in a collective action related to your action area?
- What is the degree of internal organizational interest and capacity to participate in a collective action related to your action area?

The day's agenda concluded with an interactive session facilitated by Ken Caplan (Director, Building Partnerships for Development in Water and Sanitation [BPD]), focusing on the practical challenges faced by stakeholders embarking on water-related partnerships. The session unfolded with Mr. Kaplan leading the group through a series of discussions, each focusing on a key success factor or pitfall in water-related partnerships drawing on BPD's extensive experience managing such collaborations.

Appendix A: List of Working Conference Participants

Affiliation	Name	Title
Endorsing Companies and Prospective Endorsers		
ACC	K. N. Rao	Director, Energy and Environment
Asia Pulp and Paper China	Evan Cheng	Senior Manager, Sustainability
Bharat Petroleum Corporation	S. Sakalker	Senior Manager, Environment Division
Bharat Petroleum Corporation	J. S. Bhatia	Senior Manager, Carbon Capture
Central Warehousing Corporation	J. V. Bendre	Deputy General Manager and CPIO
CIPLA	Sudhir Sinha	Group Head - CSR
CMC Limited	Dyaneshwar Kamble	Senior Manager, Environment
Coca-Cola Company	Greg Koch	Director – Global Water Stewardship
Diversey, a part of Sealed Air	Lubna Edwards	Director- Global Sanitation & Partnership
DLF Foundation	Gen. Ranjendra Singh	Chief Executive Officer
DSM	Ajay Kang	Director Responsible Care
Ecolab	Emilio Tenuta	Vice-President, Corporate Sustainability
Ecolab and Nalco Africa	Mahesh Rao	Managing Director and Chief Executive Officer
ESSAR Foundation	Deepak Arora	Vice-President
ESSAR Foundation	Anurag Mishra	Deputy General Manager, CSR
Eureka Forbes Limited	Rajesh Roy	Head – Strategic Partnerships; Community Fulfillment
Eureka Forbes Limited	A. V. Suresh	Chief Executive Officer – Forbes Professional and President – International Operations
GlaxoSmithKline	Gurpreet Singh	Head of EHS and Sustainability for Indian Sub-Continent
Grundfos	Helle Nystrup	Senior Environment Engineer
Grundfos	Jorgen Kristian Pedersen	Department Head Quality and Environment
H&M	Felix Oxborn	Environment Sustainability Program Director
H&M	Carola Tembe	Environmental Sustainability Senior
Heineken	Jan-Willem Vosmeer	Corporate Social Responsibility Manager
Hindustan Construction Company	Manoj K. M. Chaturvedi	Deputy General Manager – CSR – UN Water Mandate
Hindustan Construction Company	Niyati Sareen	General Manager – CSR
Hindustan Construction Company	Tushar Thakur	Deputy General Manager – CSR – Water
Hindustan Unilever Limited	Ravi Puranik	Chief Executive Officer
Hindustan Unilever Limited	Rajiv Batra	Group Head – Corporate Affairs
HSBC India	Aloka Majumdar	Senior Vice-President, Corporate Sustainability
IKEA	Sandesh Waje	Sustainability Specialist
ITC Limited	Sanjib Bezbaroa	Head Corporate EHS
Jain Irrigation Systems	Dr. Dilip Kulkarni	President, Agri-Foods Division
Levi	Pankaj Kapoor	Regional Sustainability Operations Manager
Merck	Neelima Dwivedi	Director, External Affairs
Molson Coors	Michael Glade	Director, Water Resources and Real Estate
Molson Coors	Sudhir Jain	Supply Chain Director – India
National Buildings Construction Corporation	Ranjendra Wanchoo	General Manager
Nautica	Andrea Baty	Sustainability Coordinator
Nestlé	Philippe Le Gall	Sustainability Reporting Manager
Nestlé	Smriti Verma	Manager – Corporate Affairs
Netafim	Naty Barak	Head of Sustainability Development
Netafim	Rachel Shaul	Corporate Marketing Director
Netafim	Randhir Chaulan	Managing Director – India
Nike	Heather Rippman	Sustainable Water Program Manager
Novozymes		
PepsiCo	Vivek Bharati	Executive Director, PepsiCo India Holdings
Pfizer	Sarita Bahl	Director, Public Affairs

Affiliation	Name	Title
PricewaterhouseCoopers	Deeksha Vats	Associate Director
Reliance Corporation	Dr. Jitendra Desai	Vice-President and Chief, Environment
SABMiller	Meenakshi Sharma	Vice-President Sustainability and Communications
Sasol	Martin Ginster	Water and Environmental Advisor
Tata Chemicals	Neha Bhandari	Manager - Sustainability
Tata Chemicals	Akla Talwar	Head Community Development
Tata Chemicals	R. Mukundan	Managing Director
Tata Chemicals	Poonam Sachdev	Manager, Documentation and Analysis
Tata Cleantech Capital Ltd.	Avijit Bhattacharya	Chief Executive Officer
Tata Consultancy Services	Rakhi Gupta	Manager – Documentation and Analysis
Tata Consultancy Services	Anthony Lobo	Assistant General Manager
Tata Consultancy Services	Ruhana Zariwala	Domain Consultant and Water Expert
Tata Power	Janhavi Godbole	Lead Associate – Environment
Tata Power	Suresh Rao	Community Relations
Tata Steel	Arunava Das	Head Water Management
Tata Steel	A. M. Mishra	Vice-President – Shared Services
Tata Steel	Priyadarshini Sharma	Senior Manager of the Business Excellence Group
Tata Steel	S. Bhaskar	Chief of PS
Tata Quality Management Services	Arunavo Mukerjee	Vice-President, Tata Quality Management Services
Veolia Water India	Brune Poirson	Head, Sustainability and CSR
UN and Government Agencies		
Asian Development Bank	Lu Shen	Investment Specialist, Private Sector Operations Department
GIZ	Bimal Arora	Senior Technical Advisor, Scaling Up Indian CSR Initiatives
GIZ	Raghu Babu Nukala	Senior Technical Advisor & Programme Coordinator
GIZ India	Stefan Helming	India Country Director
International Finance Corporation	Bastiaan Mohrmann	Principal Investment Officer, Corporate Advice Department
International Finance Corporation	Ranu Sinha	CEO and Executive Director
UN Development Programme – India	Srinivasan Iyer	Assistant Country Manager and Head, Energy and Environment Unit
UN Development Programme/Cap-Net	Damian Indij	LA-WETnet Manager, Latin America Water Education & Training Network
UN Development Programme/Cap-Net	Jan Yap	Network Manager
UN Development Programme/Cap-Net	Neena Rao	Director Projects & Partnerships & South Asia Regional Network Coordinator
UN Development Programme/Cap-Net	Themba Gumbo	Director, Cap-Net
UN Global Compact Network, India	Pooran C. Pandey	Executive Director
UN- Habitat	Kulwant Singh	Regional Advisor
UNICEF	Jose Gesti Canuto	WASH Specialist
UNICEF	Cecilia Scharp	Senior Advisor Water and Environment
UN-Water	Josefina Maestu	Coordinator of the UN-Water Decade Programme of Advocacy and Communication (UNW-DPAC)
Civil Society		
Building Partnerships for Development in Water and Sanitation	Ken Caplan	Director
CCPL Worldwide	Dr. Vinod Singh	Secretary General
FANSA	Venkatesh Aralikatty	Regional Coordinator (GTF-FANSA) South Asia Region
Freshwater Action Network	Danielle Morley	Executive Secretary
Institute for Human Rights and Business	Kelly Scott	Programme Support Manager (Natural Resources)
MARI	N. L. N. Reddy	Executive Director

Affiliation	Name	Title
Partners-in-Change	Laura Donovan	Chief Executive
Swami Vivekananda Youth Movement	Dr. M. R. Seetharam	President
The Nature Conservancy	Randy Curtis	Senior Policy Advisor
The Nature Conservancy	Lisa Wojnarowski Downes	North American Regional Initiative Coordinator for AWS
Vikas Shayog Pratishthan	Mohan Surve	Chief Executive Officer
WAPCOS Limited	S. K. Ahuja	Advisor, Corporate Social Responsibility
WASH India	Dipender Singh Kapur	National Coordinator of India WASH Forum
Water Witness International	Nick Hepworth	Director
WaterAid	Scott McCready	Senior Business Development Manager
WaterAid	Henry Northover	Head of Policy
World Business Council for Sustainable Development	Caroline Twigg	Director, India Office
World Resources Institute	Charlie Iceland	Senior Associate, Markets and Enterprise Program
World Resources Institute	Tien Shiao	Senior Associate, Markets and Enterprise Program
WWF India	Suresh Babu	Director River Basins and Water Supply
WWF India	Bhavna Prasad	Director, Sustainable Business
WWF International	Jochem Verberne	Head, Corporate Relations
WWF International	Laila Petrie	Corporate Relations Manager, Sustainable Construction
WWF International	Stuart Orr	Head, Water Stewardship
WWF Pakistan	Ali Hasnain Sayed	Manager Policy
Other		
Aalto University	Suvi Sojamo	PhD Researcher
Alliance for Water Stewardship	Alexis Morgan	Water Roundtable Coordinator
Alliance for Water Stewardship	Adrian Sym	Executive Director
Asia Pacific Water Forum	Ravi Narayanan	Vice-Chair of the Governing Council
Bloomberg	Ashish Sethia	Country Manager
CDP	Cate Lamb	Head of Water
CDP	Damandeep Singh	Senior Advisor, CDP India
Centre for Water Resources, Anna University	Dr. Soorya Vennila	Assistant Professor
Columbia University	Shama Perveen	Director, Centers for International Projects Trust (CWC)
Confederation of India Industry	Vinayak Damle	Special Advisor
Dalberg	Adrien Couton	Head, Dalberg Water Practice
Daresalam University	Shiv Tripathi	Professor
Federation of Indian Chambers of Commerce and Industry	Ashish Bhardwaj	Research Associate, Water Division
Federation of Indian Chambers of Commerce and Industry	Romit Sen	Senior Assistant Director, Water Mission
Fulbright Fellow	George Wyeth	Observer
Gandhi Vidya Mandir	Dr. Surendra Pathak	Director
Gangapedia, Indian Institute of Technology	Dr. Shyam Asolekar	Member of IIT Consortium to Develop Ganga River Basin Management Plan
International Business Leaders Forum	Joe Phelan	Country Director, India
International Water Management Institute	Bharat Sharma	Head of the New Dehli Office
KPMG	Mohit Bhutani	Senior – Sustainability
LRQA Business Assurance	Archak Pattanaik	Climate Change Service Manager, South West Asia
Muslin Business Council of India	Mohammad Ariff	General Secretary
NMIMS	Mr. Khanpurkar	Project Director
NMIMS	Shri Amrish Patel	President SVKM & Chancellor
NMIMS	Shri B. P. Sheth	Vice-President, SVKM & Mentor
NMIMS	Dr. M. N. Welling	Pro-Vice Chancellor

Affiliation	Name	Title
NMIMS	Nimisha Patel	Executive Assistant to the Chancellor
NMIMS	Dr. Rajan Saxena	Vice-Chancellor
NMIMS	Prof. Debashis Sanyal	Dean, School of Business Management
NMIMS	Dr. Bala Krishnamoorthy	Area Chair Business Environment & Strategy
NMIMS	Dr. Chandrima Sikdar	Faculty, Department of Economics
NMIMS	Dr. Sujata Mukherjee	Faculty, Jasani Centre for Social Entrepreneurship & Sustainability Management
NMIMS	Ms. Anuradha Bhawe	Community Development Officer Jasani Centre for Social Entrepreneurship & Sustainability
NMIMS	Dr. Meena Galliara	Director, Jasani Centre for Social Entrepreneurship and Sustainability Management
Pegasys Strategy and Development	Hannah Baleta	Consultant
S. P. Jain Institute	Nirja Mattoo	Professor
Sahara SMG	Vikas Arora	Head, Retail
SNDT	Reeta Sanawat	Professor
Standard Chartered Bank	Karuna Bhatia	Head of Sustainability, India & South Asia
The Energy & Resources Institute	Dr. Anjali Parasnis	Associate Director, Western Regional Centre - Mumbai
University of California at Davis	Parul Bakshi	Research Associate
University of Cape Town	Raymond Myles Siebrits	Graduate Student
Water Footprint Network	Ruth Mathews	Executive Director
Water Stewardship Australia	Michael Spencer	Co-Director
Welingkar Institute of Management, Development & Research	Anil Rao	Professor
Event Organizers		
Pacific Institute	Jason Morrison	Program Director
Pacific Institute	Mai-Lan Ha	Research Associate
Pacific Institute	Peter Schulte	Research Associate
Ross Strategic	Rob Greenwood	Principal
UN Global Compact	Gavin Power	Deputy Director
Student Volunteers		
NMIMS	Swetha Avula	Student Volunteer
NMIMS	Ellina Rath	Student Volunteer
NMIMS	Harsh	Student Volunteer
NMIMS	Sudarsan B	Student Volunteer
NMIMS	Vignesh C	Student Volunteer
NMIMS	Arush Dixit	Student Volunteer
NMIMS	Anand Tajpuriya	Student Volunteer
NMIMS	Meera Joy	Student Volunteer
NMIMS	Neha Mittal	Student Volunteer
NMIMS	Manali Khandelwal	Student Volunteer
NMIMS	Prince Behl	Student Volunteer
NMIMS	Varun Goel	Student Volunteer
NMIMS	Praneet Singhal	Student Volunteer
NMIMS	Ankit Goel	Student Volunteer
NMIMS	Upendra	Student Volunteer
NMIMS	Aakash Kholia	Student Volunteer

Appendix B: Meeting Ground Rules

This CEO Water Mandate event offers a unique opportunity for Mandate endorsing companies and other key stakeholders to share approaches and emerging practices, build relationships and explore partnership opportunities, and generate enthusiasm and consider near-term strategies for new public-private initiatives.

The day and a half-long Working Conference offers a mix of panel presentations and discussion opportunities intended to foster in-depth deliberations. Rob Greenwood, as facilitator, is a neutral third party with no stake in the outcome of discussions. Although under contract to the Pacific Institute, he works for the process and treats all meeting participants as equal "clients." The organizing team puts forward the following streamlined ground rules for all meeting participants to guide conference deliberations:

- *Active, focused participation:* The conference is structured to encourage an active exchange of ideas among participants. Voicing these perspectives is essential to enable meaningful dialogue. To that end, we encourage attendees to actively participate in the discussion and fold in their perspectives throughout the day.

- *Constructive input:* Meeting participants are encouraged to frame observations in terms of needs and interests, not in terms of positions; opportunities for finding solutions increase dramatically when discussion focuses on needs and interests.

- *Respectful interaction:* Conference participants are encouraged to respect each other's values and legitimacy of interests. We further ask that you strive to be open-minded and integrate participants' ideas, perspectives and interests.

- *Focused comments:* Our 1.5 day-long agenda is ambitious, with many topics to cover and numerous perspectives to fold in. Given the limited time, we ask that participants keep their comments as succinct and focused as possible and help ensure that all participants have an opportunity to contribute their thoughts to the dialogue.

- *Chatham House Rule:* To encourage free discussion, workshop participants are welcome to share discussion points with other non-attendees, but comments are not to be attributed directly to particular speakers or entities (Chatham House Rule).

- *Other:* To keep the meeting as effective as possible, we ask that you honor the following meeting management aspects:
  - Keep cell phones off
  - Use scheduled breaks, as possible
  - Wait to be recognized before speaking
  - Avoid side-discussions

We look forward to a productive dialogue and thank you for your participation.