



United Nations Global Compact

The CEO Water Mandate

Eighth Working Conference

August 25-26, 2011

Stockholm, Sweden

MEETING SUMMARY



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Meeting summary prepared by the Pacific Institute, a non-profit sustainability policy research and advocacy center based in Oakland, California. (www.pacinst.org)





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 2011), and Copenhagen (May 2011), the UN Global Compact – with support from the Pacific Institute – convened the Mandate's eighth working conference on August 25-26 in Stockholm, Sweden during World Water Week. This meeting was attended by over 200 participants representing 39 endorsing companies and prospective signatories, 23 UN and government agencies, 20 civil society groups, and various other organizations.

This multi-stakeholder working conference featured two separate sessions on Thursday, August 25 focused on specific Mandate workstreams: corporate water disclosure and human rights. The morning session – convened in collaboration with the Alliance for Water Stewardship (AWS)² – sought to: 1) better understand good practice regarding corporate water accounting and disclosure and 2) generate multi-stakeholder discussion of upcoming projects from AWS and the Mandate. Specifically, the Mandate sought to garner feedback to inform the development of its upcoming *Water Disclosure Guidelines*.

The afternoon session – convened in collaboration with the Institute for Human Rights and Business (IHRB)³ – aimed to explore how businesses can ensure their operations are in accordance with the human right to water and sanitation, and also to identify practical actions businesses can take to respect and support the fulfillment of this human right. These discussions aimed to inform the development of the Mandate's upcoming *Guide to Aligning Business Practice with the Human Right to Water and Sanitation*.

Friday morning featured an endorser-only meeting that served as a forum for companies to: 1) digest feedback from the multi-stakeholder working conference, 2) decide on how the initiative should pursue further activities relating to existing workstreams, and 3) determine next steps on the Mandate's funding, recruitment efforts, potential partnerships, and future working conferences.

¹ To learn more about the CEO Water Mandate and its six elements, go to:

http://www.unglobalcompact.org/docs/news_events/8.1/Ceo_water_mandate.pdf

² For more on the Alliance for Water Stewardship, go to: <http://www.allianceforwaterstewardship.org/>

³ For more on the Institute for Human Rights and Business, go to: <http://www.ihrb.org/>



Key Learnings and Outcomes

The working conference set out to garner perspectives and opinions on key water-related challenges, particularly regarding corporate water disclosure and the role of business with respect to the human right to water and sanitation. Below is a summary of the key learnings and outcomes from the meeting.

Corporate Water Disclosure

Whereas the disclosure-related sessions during the Mandate's working conference in May focused on corporate water disclosure specifically for the financial sector, this session focused on identifying the basic elements of measurement and disclosure that reflect effective water stewardship practice. The first half of the session was spent discussing the upcoming voluntary standard under development by AWS and how disclosure will strengthen and be incorporated into it.

The second half of the discussion focused on the Mandate's upcoming *Water Disclosure Guidelines* which aim to offer a unifying conceptual framework for corporate water disclosure and also to act as a mechanism through which to promote convergence among water disclosure-related initiatives. Discussions suggested that in order to be successful the *Guidelines* must: 1) provide a strategy for disclosing coherently, 2) drive coherence, 3) encourage greater participation in disclosure, 4) lower reporting burdens for companies, 5) drive better quality and comparability, 6) help reporting companies be more responsive to audiences that are interested, and 7) help companies and stakeholders understand water and sustainability. The Project Team plans to complete a provisional draft of the *Guidelines* by World Water Week in August 2012.

Water and Human Rights

The Mandate's discussion on its human rights workstream centered on garnering feedback on and determining next steps for the development of the initiative's upcoming *Guide to Aligning Business Practice with the Human Right to Water and Sanitation*. This effort will provide practical operational guidance for how companies can carry out their responsibilities regarding the human right to water and sanitation. Feedback from this session reaffirmed that such guidance will indeed be quite useful for companies and stakeholders alike. That said, audience members also suggested that the *Guide's* current scope may be over-ambitious and that guidance should focus on actions related to "respecting" the right to water as a key starting point. Audience comments also emphasized that the *Guide* should avoid overly-technical or theoretical discussions and instead focus on easily-understandable, actionable guidance that resonates with a wide range of audiences.

Other Outcomes

The next Mandate working conference will be held in Rio de Janeiro, Brazil during the UN Conference on Sustainable Development (UNCSD) Conference Rio+20, with the dates tentatively set for May 31-June 2, 2012. This meeting will provide more opportunities to discuss and garner feedback on the Mandate's on-going projects.

In the coming months, the Mandate will continue to develop the *Water Action Hub* – an online platform whereby companies communicate and partner with governments, NGOs, communities, and other businesses to advance sustainable water management on a location-specific basis. It will also pursue partnering with USAID on a Global Development Alliance and collaborate with other UN Global Compact initiatives and workstreams, such as Caring for Climate and Business and Peace. Finally, the Mandate's Policy Engagement Working Group (PEWG) has been reformulated to assist and provide feedback to the Mandate Secretariat on the initiative's upcoming on-the-ground collective action projects.



Measuring and Disclosing Water Stewardship Practice Session Summary

Broad Goals

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.

Session Objectives

This session focused on the elements of water disclosure relevant to upcoming projects from the CEO Water Mandate and Alliance for Water Stewardship (AWS) in order to:

- Better understand good practice regarding corporate water accounting and disclosure, and
- Generate multi-stakeholder discussion so as to inform the development of upcoming projects from AWS and the Mandate.

For the Mandate, the primary objective of the session was to better understand the landscape of stewardship-related disclosure frameworks, metrics, tools, and initiatives, as a means of informing the development of the *Water Disclosure Guidelines*. The *Guidelines* – currently under development by the Mandate Secretariat in collaboration with PricewaterhouseCoopers – aims to articulate a global framework by which companies, investors, and NGOs can understand the various practices and stakeholder needs regarding corporate water disclosure. The session sought to inform participants of the objectives, approach, and progress on this project, while providing them an opportunity to offer input on its direction.

From the AWS's perspective, the session sought to share information and garner feedback on the development of its voluntary certification program for water stewardship.

Welcoming Remarks from Gavin Power and Adrian Sym

Gavin Power (Head, CEO Water Mandate) began the conference with a recap of the origins, mission, and approaches of the UN Global Compact and CEO Water Mandate. He provided background on the Mandate's previous meetings, actions, and research leading up to this meeting and outlined broad goals for the initiative moving forward. Power spoke of the initiative's plans to participate in the Bonn 2011 Water, Energy, and Food Security Nexus – Solutions for a Green Economy conference and the United Nations Conference on Sustainable Development (UNCSD), Conference Rio+20 in 2012. Lastly, Power thanked the meeting's sponsors: Tata Steel, Anheuser-Busch InBev, and Nike for their sponsorships of the conference.

Adrian Sym (Executive Director, Alliance for Water Stewardship) followed, welcoming meeting participants to the session, discussing the importance of water stewardship, and sharing the AWS's plan to develop an international water stewardship standard. He expressed AWS's wish to provide a risk framework that helps companies understand and address water-related business risk and in doing so contribute to more sustainable management of public water resources. He also emphasized that reporting



and disclosure will be a large component of AWS's standard. Finally, Sym expressed AWS's intention to have the first draft of the standard completed in early 2012.

Introductions and Event Orientation from Mr. Greenwood

Meeting facilitator Rob Greenwood (Principal, Ross & Associates) provided an overview of the session agenda and ground rules⁴, as well as a brief introductory exercise to better understand the different sectors represented in the room. Greenwood emphasized that – though under contract with the Pacific Institute – he is a neutral third-party who has no stake in the outcome of discussions and whose main role is to ensure that the meeting is on topic and balanced.

Presentation and Discussion on the Alliance for Water Stewardship Standard

The first session of the day featured presentation from AWS representatives sharing their experiences, reflections on the AWS's work to date, and vision for the future.

Sabine Von-Wiren-Lehr (Water Stewardship Program Coordinator, European Water Partnership) discussed EWP's role in AWS and explained that for the last 16 months, EWP has been conducting multi-sectoral water stewardship pilots on industry, agricultural, golf courses, and urban areas throughout Europe. This pilot testing has revealed, among other things, that industry rarely receives feedback from the groups it is disclosing to (e.g., investors and public authorities), and that there is currently very little communication in general between large-scale water users and waste water treatment plants (WWTPs). Public authorities are working with ineffective metrics based on yearly averages that restrict the flow of meaningful water-related data to stakeholders. Von-Wiren-Lehr concluded by expressing her belief that water stewardship and disclosure are critical in identifying gaps in water management strategies and understanding how to best bring together different groups to address shared risk.

Nick Hepworth (Director, Water Witness International) reflected on disclosure based on his work with AWS piloting in Lake Naivasha, Kenya. Hepworth highlighted the value of standards and disclosure to a range of stakeholders, as well as the ability of standards and disclosure to shine a light on key water management needs and incentivize action. For instance, a water stewardship standard that encourages disclosing around compliance with regulation can drive political attention for local authorities to enforce local law. Similarly, disclosure of impacts can draw attention to the needs of impoverished local water users. Voluntary standards and information provided in disclosure create a ripple effect where people discuss and address important issues throughout their chain of influence. He also emphasized that these disclosure guidelines needed to be made, understood, and adapted to local contexts.

Alexis Morgan (Global Water Roundtable Coordinator, WWF) discussed AWS's plans to help integration of the many different steps of water stewardship so as to drive more coherent water management. According to Morgan and the AWS, water stewardship is comprised of: 1) awareness of / commitment to water issues, 2) measuring water use, 3) identifying basin and water supply status, 4) knowledge of risks and impacts, 5) response strategies, and 6) monitoring and disclosure. Morgan emphasized that a primary goal of AWS is to ensure alignment among existing efforts and drive efficiency and coherence wherever possible.

Ensuing discussion among audience members and the speakers revealed a number of key concepts, common threads, and questions regarding the AWS standard, such as:

- A multi-stakeholder approach to standards development and water stewardship is critical to driving more sustainable water management,
- Credibility is essential in driving the value of the standard; transparency and disclosure drive credibility,

⁴ The ground rules for the meeting are summarized in Appendix B.



- “Beyond the fencelines” engagement with governments, communities, civil society, and others should be a key component of water stewardship efforts.
- The AWS standard will apply to municipalities, water utilities, and major water users alike.
- The acceptance of the AWS standard is highly reliant on its credibility to investors. What is AWS doing to ensure investors understand the standard and find it useful?
- How will the AWS standard “score” a well-performing company located in a high risk, unsustainability-managed river basin?

Presentation and Discussion on the Mandate’s Upcoming *Water Disclosure Guidelines*

Jason Morrison (Globalization Program Director, Pacific Institute; Technical Director, CEO Water Mandate) provided an update on the Mandate’s *Water Disclosure Guidelines*. Morrison reminded the audience that the *Guidelines* – currently under development in collaboration with PricewaterhouseCoopers and technical experts Global Reporting Initiative, Carbon Disclosure Project, and World Resources Institute – are intended to bring together and build on the experiences of water disclosure-related initiatives so as to advance a common approach to corporate water disclosure. This approach will 1) offer common corporate water disclosure metrics that can begin to harmonize practice and 2) provide guidance for determining report content relevance and aligning water disclosure to stakeholder expectations. Ultimately, the *Guidelines* might pave the way for a Water Protocol, similar in nature to the Greenhouse Gas Protocol.

Morrison indicated that this session was intended to help articulate a common understanding of the basic elements of measurement and disclosure that shine a light on corporate water stewardship as means of informing the development of the *Guidelines*. As part of this process, he revealed a preliminary, broad outline of the *Guidelines* to act as a basis of discussion:

Section 1: Introduction

- a. Overview of why and what to report

Section 2: Assessment

- b. Water accounting (direct/supply chain)
- c. Risk/impact analysis

Section 3: Management Response

- d. Corporate policies and implementation programs
- e. Engagement strategies (e.g., communities, watershed, public policy)

Section 4: Determining Report Relevance

- f. Tailoring information to stakeholder interests

Appendix: Mapping of Corporate Water Disclosure-Related Initiatives

In addition to compiling and organizing much of the existing work from various disclosure initiatives, the *Guidelines* will also identify a process by which companies can coherently communicate how their management responses relate to the findings from the water accounting and risk/impact assessment phase. The Project Team intends to have a draft of the *Guidelines* completed by World Water Week in August 2012. The Project Team will make use of frequent stakeholder consultations to ensure that the *Guidelines* build on existing thinking and expertise, are credible, and are valuable to key stakeholders.

Multi-stakeholder Response Panel

Morrison’s presentation was followed by prepared remarks from stakeholders who shared their initial reactions and thoughts on the objectives, approach, and progress of the *Guidelines*, as well as and how this project might inform and benefit their own approach to water accounting and disclosure. The stakeholder panel revealed a number of key suggestions and thoughts regarding the development of the *Guidelines*, including:



- As with the AWS, the success of the *Guidelines* depends on the extent to which they are able to include a variety of different stakeholder groups in the development process and understand and address their needs.
- Disclosure audiences want to know about business risk, but also what companies are doing to manage that risk. Companies are very much looking for guidance on how to understand the appropriate management response to specific types of risk.
- The *Guidelines* must provide guidance on the appropriate depth of information to be disclosed. For example, we need not know just how much water is used, but where, when, and what impact that use has on the local watershed.
- There is a lack of clarity of the relationship between risk and stewardship. How do the *Guidelines* help companies to define and link these concepts?
- There is also a lack of clarity on the relationships between risk and impact. Will the *Guidelines* provide guidance on how to understand and communicate these issues?
- How can companies and stakeholders objectively evaluate whether corporate engagement with government, civil society, and/or communities is effective and equitable? How can such evaluations be disclosed?

Discussions suggested that in order to be successful the *Guidelines* must:

- Provide a strategy for coherently disclosing
- Drive coherence
- Encourage greater participation and meaningful dialogue in disclosure
- Lower reporting burdens for companies
- Drive better quality and comparability
- Help reporting companies be more responsive to audiences that are interested
- Help companies and stakeholders understand water-related sustainability

Closing remarks by Gavin Power

Mr. Power (Head, CEO Water Mandate) concluded the day by thanking audience members and speakers for the participation. He also stressed the need for continued work in corporate water disclosure and stewardship generally, while also expressing his hope that the Mandate and AWS further collaborate in the future.



Business and the Human Right to Water and Sanitation

Session Summary

Broad Goals

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.

Session Objectives

The second session of the day – convened by the Mandate and Institute for Human Rights and Business (IHRB) – sought to:

- Explore how businesses can ensure their operations are in accordance with the human right to water and sanitation, and
- Identify practical actions businesses can take, as large water users, to respect this human right.

The first half of the session was aimed at informing participants of IHRB's recently released *More Than a Resource: Water, Business, and Human Rights*⁵ report that helps clarify the relationships between business, human rights and water and answers some of the key questions that arise when they are considered together. The second half of the session focused on scoping the Mandate's forthcoming operational guidance that will elucidate practical measures businesses can take to ensure their operations are in accordance with the human right to water and sanitation.

Introductions and Overview of the Session from John Morrison and Gavin Power

Like the first session, Gavin Power (Head, CEO Water Mandate) began the second session with a recap of the origins, mission, and approaches of the UN Global Compact and CEO Water Mandate. He provided background on the Mandate's previous meetings, actions, and research leading up to this event and outlined broad goals for the initiative for those audience members unable to attend the morning meeting. In preparation for the subsequent discussion on water, business, and human rights, Power reminded participants the Mandate amended its core document in order to acknowledge the UN's recent recognition of the human right to water and sanitation. Lastly, Power once again thanked the meeting's sponsors: Tata Steel, Anheuser-Busch InBev, and Nike for their sponsorships of the conference.

John Morrison (Executive Director, IHRB) provided a summary of IHRB's report highlighting the need to further clarify a process by which businesses can align their water management with the responsibility to respect. He stressed that businesses are directly responsible for their human rights impacts related to water and sanitation and need to develop systems to assess and manage these impacts. He also expressed his belief that business can and should contribute to society's efforts to realize the right to water, while stating the need to better understand how public-private partnerships can help enable this.

⁵ To read IHRB's *More Than a Resource* report in full, go to: http://www.ihrb.org/pdf/More_than_a_resource_Water_business_and_human_rights.pdf



Introductions and Event Orientation from Mr. Greenwood

As with the morning session on disclosure, meeting facilitator Rob Greenwood (Principal, Ross & Associates) provided an overview of the session agenda and ground rules⁶, as well as a brief introductory exercise to better understand the different sectors represented in the room. Greenwood emphasized that – though under contract with the Pacific Institute – he is a neutral third-party who has no stake in the outcome of discussions and whose main role is to ensure that the meeting is on topic and balanced.

Institute for Human Rights and Business Presentation and Discussion

Kelly Davina Scott (Programmes Manager, IHRB) presented a brief overview of IHRB's mission and background information on the right to water and sanitation in international law and expectations of business with respect to human rights, while also discussing the impetus and objectives of IHRB's report. Scott reminded audience members that the human right to water and sanitation “entitles everyone to sufficient, safe, acceptable, physically accessible and affordable water for personal and domestic uses” and is now an internationally recognized human right (as determined in a July 2010 UN General Assembly resolution and a September 2010 UN Human Rights Council resolution). She stressed that the UN Human Rights Council has confirmed that this right is indeed legally-binding, and that many countries have already explicitly recognized the human right to water and sanitation.

Scott also described the corporate responsibility to respect human rights (i.e., to act with due diligence to avoid infringing on the rights of others) as described under the UN Framework for Business and Human Rights (also known as the “Ruggie Framework”). Scott described three steps necessary in the due diligence process: 1) identifying actual and potential adverse human rights impacts, 2) integrating human rights into business practices, and 3) tracking and reporting performance. She emphasized that due diligence is not only an expectation of companies among their stakeholders, but also now a legal requirement. However, she also stressed that companies need clarity on what is material to impact assessments and what represents a legitimate threshold for effective and credible due diligence.

John Morrison (Executive Director, IHRB) continued IHRB's presentation by offering his insight into remaining needs to facilitate private sector advancement of the right to water and sanitation and seeking audience feedback on several outstanding questions, such as:

- What will be the benchmarks for understanding when due diligence processes are sufficient? What are the required components of due diligence from a legal perspective?
- What does it mean to go beyond “respect”? How can company help fulfill the right to water and sanitation (as sometimes urged by communities/NGOs) without infringing on state's authority and/or causing unintended adverse impacts?
- How can companies best contribute to the realization of the right to water and sanitation in weak governance areas (where governments may not be fulfilling their human rights obligations or even contributing to human rights abuses)?
- What multi-stakeholder initiatives and action models can help advance private sector action in support of the right to water and sanitation?

Prepared Remarks and Responses to IHRB Report

Next, representatives from government and business reflected on the IHRB report and how it relates to their own work and experiences. Discussions suggested widespread comfort with the expectations delineated in the Ruggie Framework, as well as the idea that business ought to play a role in advancing the human right to water and sanitation. These reflections also revealed some key questions with respect to business' role in realizing the right to water and sanitation, such as:

- Regulated operators must respect political choices and implementing instructions from public authorities. How are private water service providers to act when the public authority does not follow through on its human rights obligations?

⁶ The ground rules for the meeting are summarized in Appendix B.



- Water is an essential part of many industrial processes; sanitation is not. Furthermore, industrial operations are much more likely to affect community access to water than access to sanitation. Knowing this, how can companies best contribute to realizing access to sanitation?
- To establish benchmarks requires data which is currently not available. What should companies do in current circumstances where there is a data vacuum?
- What does due diligence look like for private water service providers, as opposed to large-scale private water users?
- What does it mean for a private company to be complicit with human rights abuses?
- Should impact assessments conducted as part of a human rights due diligence process be separate from other, more general environmental and social impact assessments? Can these assessments be integrated?
- How can companies help enable access to remediation for human rights abuses?
- There has been a lot of good technical discussion determining appropriate roles and processes. That said, what does this mean in practical terms for a company's day-to-day operations?

Presentation and Discussion on the CEO Water Mandate's Upcoming *Guide to Aligning Business Practice with the Human Right to Water and Sanitation*

The second half of the session was spent learning about and discussing how companies can move toward “respecting” the right to water in practice. These discussions sought to inform the Mandate's upcoming operational guidance on this topic, tentatively titled *Guide to Aligning Business Practice with the Human Right to Water and Sanitation*, currently under development with project partner Oxfam America. Jason Morrison (Globalization Program Director, Pacific Institute; Technical Director, CEO Water Mandate) and Chris Jochnick (Director of Private Sector Department, Oxfam America) provided background on the origins, objectives, and potential structure of this guidance, while also soliciting audience feedback regarding its development.

Morrison and Jochnick explained that the core objectives of the *Guide* are to:

- Lay out background information and context for the human right to water and sanitation as it relates to business
- Offer an operational framework for applying business human rights principles to water, and
- Provide insights and case examples regarding practical measures businesses can adopt to ensure their operations respect the right to water and sanitation.

They also offered a preliminary structure for the *Guide* (reproduced below) as a basis of discussion:

Introduction

- Overview of Mandate's work focusing on the business, water, and human rights
- Mapping of the evolution of the global development challenge and the Mandate's work in the area
- Outline of the scope and objectives for this best practice guide

Section 1: Contextualizing the Human Right to Water and Sanitation and Expectations of Business

- Key concepts, definitions and findings from international norms
- Overview of Ruggie's “protect, respect, remedy” framework
- Description of the relationship between the right to water and sanitation with other rights

Section 2: Operational Dimensions for Respecting the Human Right to Water and Sanitation

- An overview of trends in national legislation and baseline practices
- Measures and mechanisms for operationalizing Ruggie's framework
- Criteria and/or principles for determining abuses to the HRW&S
- Processes to enable remediation of adverse impacts



Section 3: Fulfilling the Right to Water and Sanitation⁷

- An understanding of principles for fulfillment
- An examination of how corporate practice can benefit both communities and companies
- Discussion of potential challenges

Section 4: Guidance on Other Core Challenges

- Establishment of responsibility boundaries for companies
- Working in conflict or weak governance areas
- Working in an area with the absence of established expectations
- Unique issues relating to the right to sanitation
- Tensions in respecting other rights and expectations

Conclusion

- A recap of the main lessons and principles that are essential for good practice
- Understanding the business benefits of good practice on the human right to water and sanitation

Discussion Panel on the Mandate's *Guide to Aligning Business Practice with the Human Right to Water and Sanitation*

A panel of representatives from Mandate endorsing companies and UN agencies shared their thoughts on and suggestions for the upcoming operational guidance. Discussions suggested that there are a variety of viewpoints regarding the appropriate expectations of companies with respect to the human right to water and sanitation. While some believed that the “do no harm” principle indicated in the responsibility to respect is too low a bar for companies, others believed ensuring “do no harm” is in fact a substantial – and currently largely unmet - expectation and that going beyond “respect” is rife with risk and may even be undesirable for many stakeholders. The conference concluded with a sense that the *Guide* should emphasize guidance on “respect” rather than “fulfill” actions.

Panelists suggested that the Mandate has been able to gain clarity and move forward the discussion on the appropriate role of business with respect to the right to water and sanitation since its initial discussions on the topic in Istanbul in March 2009. This has allowed the discussion to evolve to focusing on practical actions companies can take to fulfill these roles and expectations. That said, this newer discussion on practical actions has revealed a great deal of complexity. As such, panelists agreed that a key criterion for the success of the Mandate's upcoming operational guidance will be its ability to provide a clear, actionable process for companies in a simple and concise fashion.

Other suggestions and common threads mentioned during the discussion, included:

- In order to ultimately be effective, the *Guide* must be sellable to a business audience by emphasizing the business case and shared value of action.
- In support of making the *Guide* simple and practical, it could be combined with an enabling tool that leads companies through a process for aligning their practice with the right to water and sanitation. This tool should be easily understandable for local operations managers.
- Acknowledging constraints on guidance content, it may be helpful for the *Guide* to feature operational guidance for the development of both corporate policy and on-the-ground actions.
- How will the *Guide* address remedies? How can companies support effective and legitimate avenues for remediation?
- How can companies best encourage and facilitate action on the right to water and sanitation throughout their supply chain?

⁷ The meeting's discussions suggested that the *Guide* should focus on “respecting” the right to water and sanitation. As such, the Mandate Secretariat plans to remove this section on “fulfilling” from the *Guide*.



Closing remarks by Gavin Power

Mr. Power (Head, CEO Water Mandate) concluded the day by thanking audience members and speakers for the participation. He highlighted that the Mandate has been a thought leader on this difficult and dynamic topic of human rights, water, and business for the last several years and looks forward to continuing to do so with the development of the *Guide to Aligning Business Practice with the Human Right to Water and Sanitation*.



Endorser Session

Session Objectives

- Digest proceedings from the multi-stakeholder working conference
- Determine immediate next steps/action items/workstreams
- Decide future governance matters and funding of the initiative
- Determine the date/location/subject of the initiative's next convening

Summary

For the last meeting, representatives from endorsing companies and the Mandate Secretariat convened to reflect on the previous sessions and determine how to advance the Mandate's *Water Action Hub*, *Water Disclosure Guidelines* and *Guide to Aligning Business Practice with the Human Right to Water and Sanitation* projects, as well as governance and financial issues. Sharon Murray (Senior Water Resources Advisor/Program Manager, U.S. Agency for International Development [USAID]) presented some of her work as a basis to discuss a potential Global Development Alliance⁸ between USAID, the Mandate, endorsing companies, and other relevant corporate water-related initiatives. The Mandate Secretariat and endorsers also discussed the possibility of a joint policy statement in anticipation of the UN Conference on Sustainable Development (UNCSD) Conference Rio+20 in 2012, as well as potential collaborations with other UN Global Compact initiatives, such as Caring for Climate and the UNGC Expert Group on Responsible Business and Investment in High-Risk Areas.

Update and Feedback from *Water Action Hub* Project Team

The first segment of the endorser session featured a presentation from Derrick Sturisky (ERS Senior Manager, Deloitte) and Stephen Kenzie (Senior Programme Manager, International Business Leaders Forum) to share updates on the Mandate's *Water Action Hub* – currently under development in collaboration with Deloitte, International Business Leaders Forum, and the German government development agency, GIZ. The Hub will provide a platform whereby companies communicate and partner with governments, NGOs, communities, and other businesses to advance sustainable water management on a location-specific basis. It is slated to be operational by the end of 2012. Kenzie and Sturisky informed endorser representatives of the scope and objectives of the *Hub*, while also sharing a survey the Project Team is developing to gauge interest in what types of risk companies are trying to address and in what river basins they are interested.

Review of Southeast Asia Apparel Water Action (SEAWA) Project

Jason Morrison (Globalization Program Director, Pacific Institute; Technical Director, CEO Water Mandate) reported on progress from the joint Mandate-UNEP SEAWA project which seeks to facilitate improved water management at the facility level among suppliers for four of the Mandate's endorsers in the apparel industry (i.e., Nike, Levi, H&M, and Nautica). As part of this project, the Mandate Secretariat and UNEP convened two training workshops in July 2011: one in Ho Chi Minh City, Vietnam and another in Phnom Penh, Cambodia. These meetings were quite successful in bringing together suppliers, government official, civil society representatives, and others to raise awareness and to discuss how to drive improved water management in those countries. In the coming months, UNEP and the Mandate will collaborate with the Vietnam Cleaner Production Center to implement some of the good practices identified through this project at four suppliers' facilities.

⁸ To learn more about USAID and its Global Development Alliances, see: http://www.usaid.gov/our_work/global_partnerships/gda/



USAID Global Development Alliance on Corporate Water Stewardship

Sharon Murray (Senior Water Resources Advisor / Program Manager, USAID) followed with a presentation explaining USAID Global Development Alliances (GDAs) and exploring how the Mandate, its endorsing companies, and USAID might derive shared value out of such an Alliance. Murray explained that USAID is active in more than 90 developing countries around the world with an annual budget of more than \$12 billion USD. GDAs are partnerships between USAID and the private sector to leverage sustainable development in the Global South. In such partnerships, USAID provides technical assistance, support from its many country-level field missions, and matching funds. The Mandate Secretariat has initiated the application process for a GDA.

Review of seminar outcomes and next steps

The rest of the session was spent discussing the development and funding of upcoming Mandate projects, namely the *Water Disclosure Guidelines* and the *Guide to Aligning Business Practice with the Human Right to Water and Sanitation*. The Mandate Secretariat is still soliciting funding for the *Guidelines* and seeks support from endorsers. Discussions suggested that the operational guidance on water and human rights will be most effective if it narrows its scope and only addresses “respect” actions.

Much of the discussion was spent on governance matters and determining broad next steps for the initiatives. Some of the key conclusions from these talks were:

- The Mandate’s Policy Engagement Working Group (PEWG) will reform to assist the Mandate in developing its *Water Action Hub* and implementing its on-the-ground collective actions (e.g., in Southeast Asia and South Africa).
- In an effort to minimize reporting burden, a policy will be established such that endorsers can now use the Carbon Disclosure Project’s Water Information Request to fulfill the Mandate’s Communication on Progress requirements.
- Some Mandate endorsers will collaborate with the UN Global Compact’s Caring for Climate initiative to develop case studies that address integrated management of water and climate sustainability practices to be presented at Rio+20.
- Other endorsers will engage with the UN Global Compact’s Business and Peace workstream to see how water issues are fitting into their work.
- The Secretariat and endorsers agreed to develop a joint policy statement for Rio+20 stressing to governments the importance of water and suggesting what companies seek from the public sector in order to fulfill their commitments to the Mandate. This statement will be developed within the Mandate’s Steering Committee.
- Daniel Yeo from WaterAid will be formally invited to serve as a Special Advisor on the Mandate’s Steering Committee.
- The next Mandate working conference will be held in Rio de Janeiro, Brazil during Rio+20 from May 31-June 2, 2012.



Appendix A: List of Working Conference Participants

Affiliation	Name	Title
Endorsing Companies and Prospective Endorsers		
Anheuser-Busch Inbev	Carol Clark	Vice President
Anheuser-Busch Inbev	Hugh (Bert) Share	Senior Global Director
Bayer	Jochen Rother	Head of Environment & Sustainability Strategy
BASF SE	Brigitte Dittrich-Krämer	
Borealis	Sylvain Lhote	EU and Sustainability Affairs Director
Borealis	Jeroen Oderkerk	Researcher
Borouge Pte.	Andrew Wedgner	Application Marketing Manager
CH2M Hill	Gina Wammock	Director, Water Business Group Market Development
Coca-Cola Company	Greg Koch	Director – Global Water Stewardship
Coca-Cola Company	Joe Rozza	Global Water Resource Sustainability Manager
Elektrobras Eletronuclear	Barbara Pithon	Civil Engineer
Eskom Holdings, Inc.	Nandha Govender	General Manager, Water & Environmental
DSM	Patrick Van Bael	
FEMSA Foundation	Vidal Garza Cantú	President
GlaxoSmithKline	Brett Fulford	Climate Change Director
Grundfos	Björn Adolfsson	
Grundfos	Jörgen Bjelskou	
Grundfos	Soren Nohr Bak	Director, Industrial Segment
Grundfos	Klaus Fog	Director
Grundfos	Rasoul Mikkelsen	
H&M	Mikael Blommé	CSR Manager Planet
Halcrow Group	Michael Norton	Managing Director of Water and Power
Holcim Ltd.	Gerard Bos	Relationship Manager
Holcim Ltd.	Catherine Goyer	
HSBC Holdings plc	Sue Alexander	Senior Manager, Environmental Programmes
Merck	Mary Buzby	Director, Environmental Technology
Molson Coors Brewing Company	Michael Glade	Director, Water Resources and Real Estate
Nestlé	Javiera Charad	Environmental Sustainability Project Manager
Nestlé	Christian Frutiger	Public Affairs Manager
Nestlé	Carlo Galli	Technical Strategic Adviser Water Resources
Nestlé Waters	Caroline Bergrem	Issues Manager
Netafim Irrigation	Naty Barak	Director of Global Corporate Responsibility
Nike	Heather Rippman	Considered Water Program Manager
Novozymes	Rikke Winther Nørgaard	Sustainability Advisor
PepsiCo	Dan Bena	Senior Director of Sustainable Development
PepsiCo	Claire Lyons	Architecture & Management of Global Grant



Affiliation	Name	Title
		Portfolios, CSR
PepsiCo	Daniel Pellegrom	
PriceWaterhouseCoopers	Lauren Koopman	Director, Sustainable Business Solutions
PriceWaterhouseCoopers	Gary Sharkey	Global Sustainability Network Driver
Procter & Gamble Technical Centers Ltd.	Peter White	Director, Global Sustainability
Reed Elsevier	Cristiane Barranguet	Executive Publisher, S&T Journals, Physical Sciences
Reed Elsevier	Mark Gough	Global Environmental Manager
SABMiller plc	David Grant	
SAM – Asset Management	Marc-Olivier Buffle	Equity Analyst
Sasol	Bob Kleynjan	Sustainable Water Champion
Sasol	Andries Meyer	Manager – Sustainable Water
Stora Enso	Johan Holm	Vice-President, Environment
Suez Environnement	Sidoine Ravet	Programme Manager Water For All
Suez GDF	Elsa Favrot-Monier	Strategy and Sustainable Development Division
Syngenta	Juan Gonzalez-Valero	Head of Corporate Responsibility
UPM-Kymmene	Sami Lundgren	Director Environmental Services
Veolia Environnement	Pierre-Alain Mahe	Project Manager
Veolia Water	Laila Morsli	Project Officer
Veolia Water	Mathieu Tolian	
Veolia North America	Edwin Pinero	Executive Vice-President & Chief Sustainability Officer
UN and Government Agencies		
Agence Française de Developpement	Aymeric Blanc	Task team leader
Agua y Saneamientos Argentinos (Argentina)	Martín Alfredo Scotto	Professional Technician
Agua y Saneamientos Argentinos (Argentina)	Raúl Ernesto Soria	Senior Analyst
Department of Water Affairs (South Africa)	Brink Du Plessis	
Eawag: Swiss Federal Institute of Aquatic Science and Technology	Philippe Reymond	Project Officer
Japan International Cooperation Agency	Juichiro Sahara	Advisor
Jirama (Madagascar)	Christian Razafindrakoto	Direction Generale Adjoint Eau
GIZ	Robin Farrington	Senior Advisor
GIZ	Franziska Grimm	Associate Expert
GIZ	Han Seur	Consultant
GIZ	Conrad Thombansen	Senior Sector Economist
Ministry of Foreign Affairs (Sweden)	Lisa Svensson	Ambassador
Ministry of Water and Irrigation (Kenya)	Robert Gakobia	CEO WASREB (Water Services Regulatory Board)
Ministry of Water and Irrigation (Kenya)	Fred Mwangi	Head-Transboundary Waters



Affiliation	Name	Title
Ministry of Water (Nicaragua)	Luis Angel Montenegro	Minister - Director
National Water Commission (Mexico)	Pedro Sanchez-Gutierrez	Under Manager of Negotiation in Foreign Affairs National
National Water Resources Board (Philippines)	Vicente Paragas	Executive Director
National Water Supply and Sanitation Council (Zambia)	Kelvin Chitumbo	Director
South Sudan Urban Water Corporation	Saturino Tongun Ruben	General Manager
Swedish International Development Cooperation Agency (SIDA)	Louise Herrmann	Programme Manager
UN Department of Economic and Social Affairs	Kenza Kaouakib-Robinson	
UN Development Programme	Bogachan Benli	Project Manager
UN Development Programme/Cap-Net	Kees Leendertse	Senior HRD Specialist
UN Economic and Social Commission for Western Asia	Carol Chouchani Cherfane	Chief, Water Resources Section
UN Environment Programme	Guido Sonnemann	Programme Officer for Innovation and Life Cycle Management, Sustainable
UN Environment Programme	Ivo Mulder	Programme Manager – Biodiversity and Water
UN-HABITAT	Bhushan Tuladhar	Regional Technical Advisor, South Asia
UNICEF	Peter Harvey	Senior Advisor – Water Supply and Quality
UNICEF	Robert Kerins	Programme Assistant
US AID	Sharon Murray	Freshwater Programme Manager
Water Regulatory Agency (Mozambique)	Manuel Alvarinho	President
Civil Society		
ACRA Milano	Elisa Savelli	
Aqua for All	Dick Bouman	Program Manager
Ceres	Brooke Barton	Manager
Circle of Blue	Carl Gantor	Managing Director
Conservation International	Marielle Canter Weikel	Center for Environmental Leadership and Business
Conservation International	Tracy Farrell	Senior Director of Strategic Projects
Earthwatch Institute	Kimberly Coletti	Proposal and Development Manager
International Business Leaders Forum	Steve Kenzie	Senior Programme Manager
International Rescue Committee	Liz Walker	Technical Advisor Environmental Health
International Water Resource Association	Richard Turton Anthony	Vice President
MercyCorps	Matthew Schwartzberg	Global Emergency Operations WAT-SAN Advisor
MercyCorps	Yao Yue	Program Manager
The Nature Conservancy	Karin Krchnak	Director
The Nature Conservancy	Ricardo Monsivais	Coordinator



Affiliation	Name	Title
One Drop	Marie-Anne Champoux-Guimond	Water And Education Adviser
Oxfam America	Chris Jochnick	Director, Private Sector Team
Pacific Institute	John Akudago	Senior Research Associate
WASH Advocacy Initiative	Kathy Baczko	Director of Global Partnerships
WaterAid	Daniel Yeo	Senior Policy Analyst (Water Security & Climate Change)
Water For People	Julia Kent	Sr. Mgr. Sanitation Program Services
Water Witness International	Nicholas Hepworth	Director
World Resources Institute	Tien Shiao	Associate
World Resources Institute	Robert Kimball	Communications and Outreach
WWF China	Ping Zheng	Water Stewardship Manager
WWF International	Stuart Orr	Freshwater Policy Officer
WWF International	Jochem Verberne	Manager – Network Development and Corporate Relations
WWF United States	Chris Williams	Director
Other		
Alliance for Water Stewardship	Nicole Tanner	Assistant Global Coordinator
American Forest & Paper Association	Jerry Schwartz	Senior Director, Energy and Environmental Policy
AquaFed	Xavier Maitrerobert	Senior Adviser
AquaFed	Jack Moss	Senior Water Advisor
AquaFed	Gérard Payen	President
Asian Development Bank	Anand Chiplunkar	Principal Water Supply and Sanitation Specialist
Botin Foundation	Elena Lopez-Gunn	Senior Research Fellow
Carbon Disclosure Project	Marcus Norton	Head of CDP Water Disclosure
Cardno Emerging Markets USA, Ltd	John Sitton	Technical Director
Cardno ERI	Steve Zigan	
Circle of Blue	J. Carl Ganter	
Columbia University	Upmanu Lall	Director, Columbia Water Center
Confederation of European Paper Industries	Marco Mensink	Deputy Director General
Council of Great Lakes Industries	Dale Phenicie	
COWI Group	Louise Wall	
Deloitte Consulting, LLP	Derrick Sturisky	Senior Manager Governance, Regulatory & Risk Strategies
Deloitte Consulting, LLP	William Sarni	Director and Practice Leader, Enterprise Water Strategy
Deloitte Touche Tohmatsu Ltd.	Nick Main	Chief Sustainability Officer
Ethical Corporation Magazine	Eric Marx	Freelance
Environmental Resources Management	Marianne Fernagut	Business Developer & Consultant
Environmental Resources Management	Jérôme Rathle	Consulting Development Manager
European Water Partnership	Sabine Von-Wiren-Lehr	Water Stewardship Program Coordinator



Affiliation	Name	Title
Finnish Forest Association	Kai Lintunen	Communications Manager
GES Investment Services	Anna Kassinen	Senior Research Analyst
Ghana Water Company Ltd.	Senyo Theodore Amengor	Chief Operations Officer
Global Environment & Technology Foundation	Nicole Terrillion	Vice President
Global Reporting Initiative	Bastian Buck	Technical Development Coordinator
The Global Urbanist	Belinda Fleischmann	
Harvard University, Carr Center for Public Policy	Sharmila Murthy	Fellow
Harvard University, Carr Center for Public Policy	Mark Williams	
Helvetas	Agnes Montangero	Thematic Coordinator Water & Infrastructure
International Council on Mining and Metals	Gemma James	Program Officer, Environment
International Finance Corporation	Sabrina Birner	Water Specialist
International Finance Corporation	Oliver Griffith	Head of Communications and Public Affairs, Europe
International Finance Corporation	Mohandas Seneviratne	Principal Industry Specialist - Water Efficiency
International Organization for Migration	Lucie Dupertuis	Project Officer / Area Team Leader
International Water Association	Darren Saywell	Development Officer
International Water Management Institute	Joanna Kane-Potaka	Director, Communications and Marketing
Irbaris, LLP	Will Lynn	Senior Consultant
King's College London	Elizabeth Larson	
King's College London	Bart Schoonbaert	
King's College London & SOAS London	John Anthony Allan	Emeritus Professor
Linköping University	Darcy Parks	
LimnoTech	Paul Freedman	President
Lunds Tekniska Högskola	Henny Samuelsson	
Nairobi Water Company	Mbaruku Vyakweli	
National Council for Air and Stream Improvement	Paul Wiegand	Vice President - Water Quality
NIRAS Denmark	Inge Schou	Social Anthropologist
Pegasys	Guy Pegram	Managing Director
ReachScale and CSRWire	David Wilcox	
Rockefeller Foundation	Cristina Rumbaitis Del Rio	Associate Director
Saur	Celyne Andureau	Communication Manager
Seecon GmbH / Cewas	Dorothee Spuhler	Project Manager
Stockholm International Water Institute	Karin Lexén	
Stockholm International Water Institute	Lina Karlsson	
Stockholm Resilience Centre	Hanna Larsson	PhD student



Affiliation	Name	Title
Swedish Water House	Lilian Sahlin	Junior Rapporteur
Tremolet Consulting	Sophie Tremolet	Director
Universita' dell'insubria	Marta Marson	
University of Brescia	Beatrice Coloru	
University of British Columbia	Susan Bazilli	
University of Cambridge	I C Rennie	
University of Dundee	Carolina Patricia Latorre Aravena	
University of Dundee	Zaki Shubber	
University of Life Science	Helmut Jung	Lecturer
University of Potsdam	Hannah Janetschek	Research Fellow
Urban Water Management AB	Jennifer McConville	
WaterLex	Jean-Benoit Charrin	Executive Director
Water and Sanitation for the Urban Poor	Kariuki Mugo	Programme Manager
Water Center for Latin America	Adriana Nelly Correa Sandoval	
Water For People	Julia Kent	Sr. Mgr. Sanitation Program Services
Water Stewardship Australia	Michael Spencer	Co-Director
Water Supply and Sanitation Collaborative Council	David Trouba	Programme Officer, Communications
World Bank	Guy Hutton	Senior Economist
World Business Council for Sustainable Development	Violaine Berger	Assistant Program Manager, Water
World Business Council for Sustainable Development	Anne-Leonore Boffi	Assistant Program Manager, Water
World Water Council	Danielle Gaillard-Picher	Forum Coordinator
Event Co-Organizers		
Alliance for Water Stewardship	Alexis Morgan	Global Water Roundtable Coordinator
Alliance for Water Stewardship	Adrian Sym	Executive Director
Institute for Human Rights and Business	Kelly Davina Scott	Programmes Manager
Institute for Human Rights and Business	John Morrison	Director
Pacific Institute	Jason Morrison	Globalization Program Director
Pacific Institute	Peter Schulte	Research Associate
Ross and Associates	Robert Greenwood	Vice-President and Principal (Meeting Facilitator)
UN Global Compact	Gavin Power	Head, CEO Water Mandate
UN Global Compact	Jayoung (Jay) Park	Program Consultant, Environment



Appendix B: Meeting Ground Rules

This CEO Water Mandate event offers a unique opportunity for 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 this 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 idea 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.