



The CEO Water Mandate

**Fourteenth Working Conference  
Meeting Summary**

September 1- 3, 2014

Stockholm, Sweden



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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.<sup>1</sup>

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), Stockholm (August 2012), Mumbai (March 2013), Stockholm (August 2013), and Lima (March 2014), the UN Global Compact – with operational support from the Pacific Institute – convened the Mandate’s fourteenth multi-stakeholder session coinciding with [World Water Week](#) in Stockholm, Sweden on September 1-3.

The CEO Water Mandate’s working conferences 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 September 1-3 Stockholm events focused on exploring emerging challenges in corporate water stewardship, as well as the release of numerous Mandate guidance documents, including the [Corporate Water Disclosure Guidelines](#), a discussion paper [Exploring the Business Case for Taking Action on Sanitation](#), and draft [guidance on respecting the human rights to water and sanitation](#). The sessions also focused on the ongoing development of the Sustainable Agriculture and Apparel Portals for the [Water Action Hub](#), as well as new technical developments to the Hub. As with other Mandate meetings, the sessions allowed participants from the private sector, civil society, government, UN agencies, and academia to learn about these critical issues, help shape the Mandate’s upcoming products, and explore how companies can advance good corporate water stewardship practices.

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<sup>1</sup> To learn more about the CEO Water Mandate and its six elements, go to: [http://ceowatermandate.org/files/Ceo\\_water\\_mandate.pdf](http://ceowatermandate.org/files/Ceo_water_mandate.pdf)



## Key Learnings and Outcomes

These multi-stakeholder sessions set out to garner perspectives and opinions on key water-related challenges, particularly regarding the role of business in achieving sustainable development goals, respecting human rights, and advancing sustainable water management through collective action. Below is a summary of the key learnings and outcomes from the respective sessions.

### **CEO Water Mandate Stockholm Multi-Stakeholder Working Sessions**

The multi-stakeholder sessions focused on emerging areas of focus in the water stewardship community, as well as specific Mandate projects on those topics and the initiative's three core workstreams:

#### The Business Case for Taking Action on Sanitation

More than two billion people worldwide do not have access to adequate sanitation, resulting in disease and death, absenteeism, pollution, and sexual abuses, among other things. Discussions around business risks and opportunities associated with the global sanitation crisis, as well as business' role in addressing this problem, generated several common threads, including:

- Companies increasingly recognize the need for and benefit of corporate action on sanitation, including positive effects on worker health and productivity, cleaner water ways, improved access to education, and stronger economies.
- Companies can support progress on this topic through a variety of means, but especially by ensuring adequate access to sanitation in their own operations and those of their suppliers, as well as supporting community-level projects in the regions in which they operate.
- Audience members expressed keen interest in this work and hope that the Mandate will continue it and identify ways in which companies can meaningfully contribute to this great challenge.

#### What Can Companies Do to Support Achievement of WASH-Related Targets in a Post-2015 World?

A panel discussion explored what companies can do to support achievement of water access, sanitation, and hygiene (WASH) related targets in a Post-2015 world. As part of this discussion, participants discussed minimum expectations of companies and best practices, and especially where to draw the lines of responsibility between companies and governments. Comments from panelists and audiences suggested a common theme that companies are first and foremost responsible for WASH services in their own workplaces, while governments are primarily responsible for WASH services in communities. However, business can play a key role in supporting government community-level WASH projects by providing much-needed financial and technical resources.

#### Good Practice Guidance on Business Respect of the Human Rights to Water and Sanitation

The World Water Week sessions served as the launch of a [public draft](#) of Mandate guidance that focuses on bringing a human rights lens to corporate water stewardship practice. This draft guidance outlines practical steps for companies to take to align their business practice with the human rights to water and sanitation through the application of the [UN Guiding Principles for Business and Human Rights](#), focusing especially on the corporate responsibility to respect.

#### Understanding “Sufficiency” in Water-related Collective Action

A presentation on an upcoming Mandate discussion paper being developed by [The Nature Conservancy](#), [CDP](#), and the [Pacific Institute](#) explored the notion of “sufficiency” in the context of water-related collective action. By understanding the size and nature of the gap between desired conditions (i.e., those that are “sufficient” to achieve sustained community and environmental well-being related to water) in a watershed and the prevailing conditions, companies can understand how much and what type of action is needed. The paper, to be released in October 2014, explores how companies can go about conducting such an assessment and use it as the basis of their water-related collective action efforts.



### Status Update on the Growth and Evolution of the Water Action Hub Two Years On

The Mandate's [Water Action Hub](#) – an online platform designed to assist stakeholders to efficiently identify potential collaborators and engage with them in water-related collective action – currently has over 800 individual users representing 285 organizations and over 140 projects in twenty-six regions throughout the world. Communications features on the Hub have been augmented to include an improved email and notifications system and Hub newsletter. The Hub has also collaborated with the [UN Global Compact Local Networks](#) to coordinate water-related efforts among members and identify areas of shared interest to inform face-to-face convenings.

### Final Release of the CEO Water Mandate's Corporate Water Disclosure Guidelines

After a three-year development process, the CEO Water Mandate has released its [Corporate Water Disclosure Guidelines](#) – a common approach for how companies can communicate their water performance, risks, impacts, and response strategies to stakeholders. The Guidelines were developed in collaboration with [CDP](#), [Global Reporting Initiative](#), [PwC](#), and [World Resources Institute](#), with continuous input from the Mandate's Water Disclosure Working Group (comprising representatives from endorsing companies) and the Corporate Water Disclosure Stakeholder Advisory Group (comprising representatives from civil society, UN agencies, governments, and others). The Guidelines offer metrics and qualitative approaches for assessing water performance, risks, and impacts. They also provide guidance on how companies can decide what water-related topics are relevant to report.

### **Corporate Water Stewardship: Leveraging Collective Action in the Agricultural Supply Chain**

Next, discussions focused on the drivers and challenges of companies engaging agricultural supply chains on water issues. Presentations from [CDP](#) and [UN Principles for Responsible Investment](#) explored the importance of and challenges in facilitating better data and information management to manage water risks in agricultural supply chains. The forthcoming Sustainable Agriculture Portal of the [Water Action Hub](#) will catalyze more effective collaboration, increase collective action across industry sectors, upscale existing partnerships, and address water challenges in key agricultural regions. The Mandate plans to launch the Sustainable Agriculture Portal in key agricultural growing regions and to work with partners in the design and outreach phases of the Portal's development.

### **Improving the Impacts and Effectiveness of Corporate Water Stewardship Initiatives**

The Mandate and [Water Integrity Network](#) have initiated a project on *Improving the Integrity of Water Stewardship Initiatives* (IWSI) with support from [Water Witness International](#), [Partnerships in Practice](#), [GIZ](#), and [Pegasys](#). IWSI seeks to identify key integrity risks to water steward initiatives (WSIs) and develop a set of operating principles to ensure integrity. The project team has worked to translate the common WSI integrity risks into a set of seven operating principles that focus on key aspect of integrity: 1) alignment of WSIs with policy priorities, 2) appropriate and balanced representation of interests, and 3) clarity and transparency about roles and responsibilities of WSI participants. The project team is now working on how to operationalize these and other issues related to the integrity of WSIs.



## Stockholm Multi-Stakeholder Working Sessions

### Overview & Welcoming Remarks

The Stockholm event featured presentations and facilitated discussion related to the Mandate’s core workstreams: 1) policy engagement and collective action, 2) business and human rights, and 3) corporate water disclosure. The day’s sessions sought to explore complex issues confronting companies related to these topics, 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 by describing the initiative, its work-to-date, and plans for the future. He highlighted the importance of the Mandate’s work to engage the private sector in the process of advocating for a standalone water and sanitation goal as part of the [Post-2015 Development Agenda](#). In particular, he noted the importance of ongoing corporate sector engagement in order to achieve sustainable water management around the world. Mr. Power also spoke of the Mandate’s plans to integrate national strategies for SDG implementation into its [Local Networks](#) (LN) strategy, which affords the Mandate a great opportunity to engage these country-level networks through mutual learning. The Mandate’s Local Networks strategy will enable the initiative to further share and socialize good practice being developed by the Mandate and also learn from the LN’s experiences.

Meeting facilitator Rob Greenwood (Principal, Ross Strategic) reviewed the objectives for the session, noted growing interest in the Mandate’s work, and reviewed the meeting’s ground rules (see Appendix B). Mr. Greenwood reminded participants that the session would operate in conformance with the [Chatham House Rule](#) as a means to encourage open and candid dialogue.

### The Business Case for Taking Action on Sanitation

Mr. Power began the first session of the day by giving an overview of the issue by presenting a matrix that is at the heart of the Mandate’s work exploring the business case for corporate action on sanitation. The matrix (see Figure 1) frames the business case in terms of ethical and societal contributions and business benefits, including health, education, economic, and water benefits.

Figure 1: How does improving and promoting sanitation benefit businesses?

	DIRECT SOCIETAL EFFECTS OF IMPROVED SANITATION	BUSINESS BENEFITS OF IMPROVED SANITATION
<b>Health</b>	Fewer people ill or caring for sick family	Improved productivity due to reduced absenteeism at work and school and a healthier workforce
<b>Education</b>	Increased school attendance	More capable workforce, more effective talent recruitment
<b>Economy</b>	Poverty alleviation	Increased consumer purchasing power in developing contexts
	Stronger economies	More public money to maintain infrastructure, support governance, etc. that lead to a robust business climate
<b>Water</b>	Less pollution in waterways and the environment	Reduced water treatment costs



Dan Bena (Senior Director, Sustainable Development, Pepsi Co) presented some of the key motivating factors for PepsiCo to engage in sanitation from a business perspective. These included the compelling linkage between inadequate provision of sanitation and safe water and childhood stunting, and the need for access to clean water and sanitation for PepsiCo's 297,000 associates worldwide. Mr. Bena pointed out that the reasons for PepsiCo to engage on sanitation range from "doing the right thing" to business security and the need to future-proof the business. He emphasized the difficulty companies face in their efforts to align internally in order to effectively manage efforts related to respect for and support of the human rights to water and sanitation and the Post-2015 SDG process.

Hannah Hallin (Sustainability Coordinator / Shared Values Investments, H&M) and Maria Bystedt (Project Manager, H&M Conscious Foundation) described H&M's efforts to frame the business case around WASH in India as a part of a larger effort to meet worker's needs. Ms. Hallin presented H&M's theory of change, which targets:

- 1) Promoting behavioral change through awareness raising programs focused on the importance of sanitation,
- 2) Improved health conditions for workers.

H&M believes doing so will improve workers' morale as well as reduce absenteeism and employee turnover, thus improving H&M's suppliers' ability to plan for and organize their work, while at the same time improving the reputation of H&M and its suppliers. Ms. Hallin emphasized that H&M is exploring WASH initiatives in its supply chain as a method of creating shared value for workers, communities, and the company.

Ms. Bystedt presented on the H&M Conscious Foundation's work in partnership with WaterAid, which aims to positively influence policy, engage customers and employees, and make an impact on WASH issues for employees of H&M's suppliers. One project provides access to safe, dignified sanitation facilities at hubs like bus stations in Dhaka through a viable business model. She noted that projects such as this give H&M opportunities to engage with customers and suppliers, and improves general wellbeing in the communities where it operates.

Michael Alexander (Head of Water, Environment & Agriculture, Diageo) described Diageo's recent review of its water and sanitation projects in Ghana. The company has recently assessed the impacts of its effort to improve access to clean water and sanitation for its employees, and found positive results for health care delivery, female empowerment, reduced incidence of water borne disease, and job creation. Mr. Alexander stressed that the company has a broad agenda of improving employee wellbeing, supporting the Post-2015 SDG process, and future-proofing existing projects. He continued by explaining that in return, Diageo receives reputational benefits, but more importantly, creates partnerships with government, NGOs, and others that help the company get the most out of its community programs.

### **What Can Companies Do to Support Achievement of WASH Targets in a Post-2015 World?**

A panel discussion followed, during which panelists were asked to discuss the following questions:

- What can companies do to support achievement of WASH related targets post 2015?
- Where does one draw the line on responsibility of companies to provide water and sanitation access? What are the minimum expectations? What does best / leading process look like?
- Are activities in the corporate water stewardship space sufficiently linked?

The panel was made up of Darren Saywell (Vice Chair, Sanitation and Water for All Partnership, WASH/CLTS Technical Director, Plan International USA), James Sano (Deputy Director General – Water and Sanitation, Energy Water and Sanitation Authority (EWSA Ltd), Republic of Rwanda), Cecilia Chaterjee-Martinsen (Chief Executive, WaterAid Sweden), and Cecilia Scharp (Senior Advisor, Water and Environment, UNICEF).



In the discussion, many of the panelists agreed that the first responsibility for providing access to clean water and sanitation lies with governments, but that companies have an important role to play in supporting government efforts. Best practices for companies in this arena go beyond financing projects to engaging with governments to contribute to achieving global targets for water and sanitation, looking beyond the boundaries of a company's direct operations into their supply chain, and bringing business rigor and innovative spirit to the issue. Comments from panelists suggested that there is more work to be done in integrating and aligning the work of the public, private, and non-profit sectors so that resources and expertise are used efficiently and in a coordinated fashion. There was general agreement that while there is a strong business case for engaging on sanitation issues, action around sanitation in the private sector is lagging behind action on water.

### **Good Practice Guidance on Business Respect of the Human Rights to Water and Sanitation**

Mai-Lan Ha (Advisor, CEO Water Mandate and Research Associate, Pacific Institute) and Beth Holzman (Advisor, Shift) presented on the release of a draft of the Mandate's guidance on respecting the human rights to water and sanitation. Ms. Ha provided a brief background to the project and noted that the project focuses on providing practical guidance that helps companies integrate human-rights considerations into their water stewardship practices and strategies. She noted that one of the key aspects of the guidance is focused on language that helps harmonize and increase understanding between the human rights and water stewardship functions within companies. She also provided an update on the structure of the guidance document:

- Part 1: Objectives, Scope, and Audience
- Part 2: Translating Impacts into Human Rights and Water Stewardship Terms
  - Understanding the Human Right to Water and Sanitation (HRWS)
  - Framework for understanding potential impacts
- Part 3: Putting Respect for the Rights to Water and Sanitation into Practice
  - Develop a Policy Commitment and Embed Respect
  - Assess Impacts on the HRWS
  - Integrate and Take Action on the HRWS
  - Track and Communicate Performance
  - Remediation and Grievance Mechanisms
- Part 4: Resources

Ms. Holzman then provided details on the key expectations for companies when they bring a human rights lens to corporate water stewardship. She emphasized several key aspects central to Part 3 of the guidance noting that a human rights lens focuses on risks to people; that it applies equally to the business' own operations and its business relationships; that it will require companies to coordinate internally to ensure corporate water stewardship and human rights practices are brought together; and that engaging affected stakeholders is vital. She also provided additional insight into core human rights guidance related to the concept of "prioritization" which is based upon severity, likelihood and irremediability of impacts.

The project team is working closely with [UN Special Rapporteur Catarina de Albuquerque's](#) team to ensure alignment between the guidance document and the Special Rapporteur's work focusing on States and will also be conducting consultations with the CEO Water Mandate's Human Rights Working Group as well as the Technical Experts Group. The team will be developing case studies for the guidance document in the coming months with the expectation that a final public engagement draft is released later in Q4 2014.

### **Water Stewardship and Sufficiency**

Following up on discussions in Lima, Peru at the Mandate's [Thirteenth Working Conference](#), Brian Richter (Director, Global Freshwater Strategies, The Nature Conservancy) presented on the CEO Water Mandate discussion on the notion of "sufficiency" being developed by The Nature Conservancy, CDP,



and the Pacific Institute. Mr. Richter defined sufficient action as that which closes the gap between desired conditions in a watershed and current conditions. By understanding the extent and nature of this gap, companies can understand how much and what type of action is sufficient to achieve desired watershed conditions. He explained that sufficiency starts with understanding local watersheds and dynamic patterns of use, and the importance of establishing foundations for defining ideal conditions in a watershed or aquifer. Possible next steps for this workstream include creating illustrative examples for water quality and water access. He also noted the importance of ensuring good data for each watershed or aquifer are available, creating or enhancing tools to help companies and local communities explore options for attaining sufficiency, and working with interested companies to apply this concept.

### **Status Update on the Growth and Evolution of the Water Action Hub Two Years On**

The next session focused on the Mandate's [Water Action Hub](#) – an online platform designed to allow companies and organizations with shared water-related interests and goals to identify and engage with one another. Jason Morrison (Technical Director, CEO Water Mandate and Program Director, Pacific Institute) noted that since the Hub's launch in 2014, over 300 organizations, with 145 in 304 locations have been added to the Hub. Mr. Morrison also provided updates on a number of new developments (both strategic and technical) to transform the Hub from a catalog to a catalyst for collective action on water. This includes the development of a more efficient search mechanism, enhanced communication abilities for Hub users, utilizing the UN Global Compact Local Networks to coordinate water-related endeavors among members, and face-to-face convenings of stakeholders. Mr. Morrison also shared the Mandate's plan to increase the Hub's inter-operability with existing water stewardship platforms, such as CDP and the Alliance for Water Stewardship, in order to further align and upscale efforts around collective action.

Heather Rippman (Senior Manager, Water Stewardship, Nike) discussed the expansion of the Water Action Hub to include sector specific portals for Sustainable Agriculture and Apparel that will enable companies to collaborate with their peers, suppliers, governments, and civil society to more efficiently coordinate with one another across the globe to address agriculture related water challenges and upscale solutions. Ms. Rippman outlined the plans and progress to date for the portals, including outreach to partner organizations.

### **Final Release of the CEO Water Mandate's Corporate Water Disclosure Guidelines**

Next, Peter Schulte (Advisor, CEO Water Mandate and Research Associate, Pacific Institute) presented the Mandate's finalized [Corporate Water Disclosure Guidelines](#) – a common approach for companies to communicate their water-related performance, risks, impacts, and response strategies to stakeholders in a meaningful way. Schulte explained that the Guidelines offer quantitative metrics and qualitative approaches for reporting, as well as guidance on how companies can determine what water-related topics are relevant to report. He also emphasized that the process for developing the Guidelines was highly-iterative and collaborative, with CDP, Global Reporting Initiative, PricewaterhouseCoopers, and World Resources Institute as members of the project team, and with the Mandate's Water Disclosure Working Group and Corporate Water Disclosure Stakeholder Advisory Group consulted throughout.

The Guidelines set out several key types of water-related information companies report looking at the current state of the company and relevant river basins, the implications of those conditions for the company and its stakeholders, and the strategies developed in response. They emphasize the importance of location-specific information in addition to companywide aggregates as well as the importance of honing in on geographic regions that are water-stressed or water-scarce so as to focus largely on areas where risks and impacts are most likely. The Guidelines offer insight into how companies can think about and communicated water-related issues in their value chain.

Further, as part of the development of the Guidelines, the Mandate Secretariat underwent several sub-projects that advance the goal of harmonized reporting. In collaboration with Alliance for Water Stewardship, Ceres, CDP, The Nature Conservancy, Pacific Institute, Water Footprint Network, World



Resources Institute, and WWF, the Guidelines put forth conceptual definitions for key terms used in disclosure, such as “water scarcity”, “water stress”, and “water risk” so as to make reporting more accessible. In the coming months, the Mandate Secretariat will release the Interactive Database of the World’s River Basins, which provides a common lexicon and boundaries for the world’s river basins.

A panel discussion followed. Panelists included Robert Drinane (Director, Water Program, Merck), Natalie Allan Teear (Manager, Sustainable Business Solutions, PricewaterhouseCoopers), Cate Lamb (Head of Water, CDP), Tien Shao (Senior Associate, World Resources Institute) and Bastian Buck (Director Reporting Standard, Global Reporting Initiative). The conversation was focused around two questions:

- 1) How will your organization make use of and build on the guidelines going forward?
- 2) How can corporate water disclosure continue to evolve?

Some common threads from this discussion were:

- Panelists intend to use the Guidelines to formalize the reporting process internally and externally.
- The reporting process put forth by the guidelines will help companies to think about water strategically and incorporate water-related risks and opportunities into their core business strategies.
- The future of corporate water disclosure may involve better defining the value of disclosure, implementation and socialization of the guidelines, continued efforts to harmonize terminology, sector specific reporting, and simplifying the reporting process.

### **Concluding Remarks**

Gavin Power (Head, CEO Water Mandate) concluded the event by congratulating the audience and panelists on a thrilling day of conversation. He stressed the importance of participating in the Post-2015 SDG development process.



## Corporate Water Stewardship: Leveraging Collective Action in the Agricultural Supply Chain Seminar

### Overview & Welcoming Remarks

Gavin Power (Head, CEO Water Mandate) welcomed attendees to the session and provided an overview of the CEO Water Mandate and its work on corporate water stewardship.

Meeting facilitator Rob Greenwood (Principal, Ross Strategic) reviewed the objectives for the session. Mr. Greenwood reviewed the meeting's ground rules (see Appendix B) and reminded participants that the session would operate in conformance with the Chatham House Rule as a means to encourage open and candid dialogue. He also described the challenging context for promoting water stewardship in the supply chain, with complicating factors including unfamiliar watersheds, diffuse actors, and the inability to leverage or control suppliers. Mr. Greenwood laid out the agenda for the session, with the first section focusing on good practices, barriers and challenges, and successes, and the second half of the day diving into data and information needs to manage and evaluate water risks in the supply chain.

### Understanding the State of Play of Corporate Water Stewardship in Agricultural Supply Chains

Jason Morrison (Technical Director, CEO Water Mandate; Program Director, Pacific Institute) set the scene for the session by providing an overview of the need for corporate engagement with agricultural suppliers while also highlighting the barriers and strategies for facilitating further corporate action. He highlighted some prominent risks in agricultural supply chains, using corn and cotton as examples of how commodity prices are linked to water scarcity, drought and climate change. Mr. Morrison shared that a recent survey of companies suggested maintaining a social license to operate and water supply and ability for the company and its suppliers to maintain production are key drivers of supply chain management on water. At the same time, a lack of technical capacity on the part of suppliers and a lack of motivating factors like the low cost of water and lack of regulatory oversight act as key barriers to progress. Mr. Morrison emphasized that companies can benefit from using collaborative supplier engagement among industry sector partners and stakeholders as a strategy for engaging agricultural suppliers. Finally, Mr. Morrison introduced the Water Action Hub's Sustainable Agriculture Portal as a tool for engaging suppliers and stakeholders in agricultural supply chains.

### Panel Discussion: Exploring Opportunities and Challenges Relating to Water Stewardship Collective Action in Agricultural Supply Chains

A panel discussion followed, in which panelists provided examples of supplier engagement strategies, experiences, and lessons learned.

John Rogers (Global Agricultural Development Manager, Anheuser-Busch InBev) provided an overview of AB InBev's supply chain assessment for malt and barley and its strategy for supply chain engagement. Drivers for these efforts included shared water risk and a clear business case for maintaining supply security in water-stressed growing regions. Mr. Rogers described a pilot project in Idaho that provides farmers with detailed weather data so that they can time irrigation to maximize water use efficiency. Mr. Rogers emphasized that AB InBev's greatest opportunity and greatest challenge is how it aligns its efforts with industry partners.

Ellen Silva (Applied Sustainability Senior Manager, General Mills) and Kari Vigerstol (Senior Hydrologist, The Nature Conservancy) co-presented on a water stewardship initiative they have been developing to address groundwater issues in Guanajuato, Mexico and the Snake River Basin in Idaho. Ms. Silva emphasized that by acting alone, General Mills cannot reverse the trend of groundwater overdraft in these regions. She explained that in light of this fact, General Mills and TNC have brought together key



stakeholders to share perspectives and knowledge and to improve groundwater management. They are currently engaged in a discussion with other agricultural water users and stakeholders to implement a similar collaborative, collective approach in California. Ms. Silva and Ms. Vigerstol emphasized the complexity and importance of engaging stakeholders with varying priorities and perspectives.

Chris Brown (CSR Environment Manager, Olam International) stressed that as an agricultural company, Olam's first priority is the livelihoods of its growers, followed by the interaction between water and livelihood. Olam is pursuing landscape-level water management with its suppliers in order to use water more efficiently, minimize the impact of wastewater, and improve water-related health in operations and communities. Mr. Brown used examples from California and India to illustrate how Olam assesses water risk and works with growers to improve irrigation practices, crop varieties, and soil fertility to reduce the amount of water required to produce crops. In California, where annual crops like onions are a second tier priority for water allocation in times of drought, Olam is developing onion varieties that require less water. In India, Olam is working with sugar cane farmers and mills to better manage groundwater resources. Mr. Brown also spoke of the complexity and benefits of partnering with a large number of suppliers and other stakeholders to address water issues.

Greg Koch (Director, Global Water Stewardship, The Coca-Cola Company) and Lindsay Bass (Manager, Corporate Water Stewardship, WWF-US) co-presented on the ongoing partnership between their organizations to address water-related supply chain issues. Ms. Bass discussed the challenges of meeting social and environmental demands for fresh water in the face of global issues like population growth and climate change. WWF's collaboration with TCCC on sustainably sourcing key commodity crops has focused on freshwater conservation, global supply chains, and valuing nature. Mr. Koch explained the value of making formal commitments to partners as a way of motivating the company to achieve its internal sustainability targets.

A lively and engaging panel discussion followed. The conversation suggested that many companies present sustainability and corporate water stewardship specifically as a risk-based business imperative, not corporate social responsibility (CSR) or philanthropy. Some inquired about the process of monitoring and evaluation for corporate WSIs. Some panelists stressed the importance of sensitivity to local contexts and working with local partners. Others spoke of the importance and challenges of pre-competitive collaboration between industry peers. There was divergence on the topic of return on investment for WSIs. Some companies use this metric to measure the success of their projects, while others focus on measures like minimizing risks to security of supply.

### **Facilitating Better Data and Information to Manage Water Risks in Agricultural Supply Chains**

Cate Lamb (Head of Water, CDP) presented CDP Water's work on supplier engagement. She highlighted the key role of disclosure in driving understanding and action by suppliers, as well as the ability of CDP to provide hot spot analysis and water profiles for determining key issues to address for each of a company's suppliers.

Paul Chandler (Manager of Investor Engagements, Environmental Issues, UN Principles for Responsible Investment) provided an overview of PRI, whose mission is to create a sustainable global financial system. PRI, in partnership with WWF, has developed guidance for investors on water stewardship in agricultural supply chains. The report identifies twenty-five crop and country pairs that are exposed to the greatest water risks, and uses input-output modeling to provide a best estimate on agricultural supply chain water risks for a selected portfolio of companies. Jochem Verberne (Head, Corporate Relationships, WWF International) explained that this project builds on partnerships with others in the financial industry to influence that sector. Mr. Verberne highlighted the ability of WWF's Water Risk Filter 2.0 to analyze water risks and provide resources and strategies for mitigation, including water awareness, knowledge of impact, internal action, collective action, to influence governance. He stressed the importance of working with local partners to ground-truth data and raise awareness, as well as the importance of not duplicating existing work.



Carlo Galli (Chair, Committee on Water and Agriculture, Sustainable Agriculture Initiative Platform) stressed the importance of moving from evaluating water risks to taking action. He suggested that the Sustainable Agriculture Initiative (SAI) Platform, a major industry initiative supporting the development of sustainable agriculture worldwide, might be able to facilitate data sharing between companies, so as not to duplicate efforts in the risk-evaluation stage of WSIs. SAI has partnered with Sustainable Food Lab on a project focusing on water risk assessment and mitigation through collaborative action among member companies. He pointed out that one significant challenge to this initiative is the issue of data-sharing and confidentiality between competitors, as participants are often hesitant to share data on their supply chains.

Inge Huibrechts (Vice President Responsible Business, Carlson Rezidor Hotel Group) explained that the Carlson Rezidor Hotel Group is shifting its focus from addressing water issues within its hotels to its agricultural supply chains, where the majority of the company's water footprint lies. She went on to say that revenue from food and beverage sales make up a significant portion of the company's profit, so water risk in agricultural supply chains presents a significant business risk. Ms. Huibrechts expressed her company's desire to engage with suppliers to make informed decisions about procurement.

A discussion with the audience followed these presentations. Some participants expressed that it was challenging to meet reporting requirements given the difficulty of data collection and lack of available data. Ms. Lamb remarked that CDP's aim is to pose healthy challenges and to move the marker beyond where it is currently and that while the questions in their survey may be challenging now, they are meant to motivate the activity that drives better understanding and informed action.

### **The Road Ahead: Innovative Tools and Collaboration to Further Supply Chain Action**

Jason Morrison (Technical Director, CEO Water Mandate; Program Director, Pacific Institute) presented the forthcoming Sustainable Agriculture Portal of the [Water Action Hub](#) as a tool to catalyze more effective collaboration, increase collective action across industry sectors, upscale existing partnerships, and address water challenges in key agricultural regions. He explained that the Sustainable Agriculture Portal will be organized around a suite of agriculture-specific action areas, and will also include action areas that already exist on the Water Action Hub. Mr. Morrison went on to describe the Mandate's plan to launch the Sustainable Agriculture Portal in key agricultural growing regions, and to work with partners in the design and outreach phases of the Portal's development.

### **Closing Remarks**

Gavin Power (Head, CEO Water Mandate) closed the event by noting the many opportunities for collaboration mentioned during the day's event. He also reiterated the linkages between the emerging corporate water stewardship paradigm and the goals and approaches of the Post-2015 Sustainable Development Agenda, urging companies and others to let these connections drive their water strategies in the coming years and decades.



## Improving the Impacts and Effectiveness of Corporate Water Stewardship Initiatives Seminar

### Overview & Welcoming Remarks

Dr. Tania Rödiger-Vorwerk (Deputy Director General-Directorate 31 [Sustainable development; natural resources; economic issues and infrastructure] German Federal Ministry for Economic Cooperation and Development) opened the day's event by discussing the pressing need to address global water challenges and the value of water stewardship initiatives (WSIs) in supporting government efforts to do so. Dr. Rödiger-Vorwerk noted that mounting water risks facing companies and others are irreversibly changing the politics of water management, and that stakeholders must work together to find the most efficient water solutions through partnerships between the public sector, private sector, and civil society. She highlighted a project of the German Federal Ministry for Economic Cooperation and Development to leverage private sector investment to fund multi-stakeholder processes in Africa that support sustainable water management. Her closing message was that we need to respect governments' mandate to manage resources, and include poor and disadvantaged groups in water stewardship partnerships to ensure positive outcomes for all.

Robert Greenwood (Principal, Ross Strategic) thanked Dr. Rödiger-Vorwerk for setting the stage for the discussion and reviewed the objectives for the session. Mr. Greenwood reviewed the meeting's ground rules (see Appendix B) and reminded participants that the session would operate in conformance with the Chatham House Rule as a means to encourage open and candid dialogue.

### Part 1: Managing Integrity: How to Improve the Impacts and Effectiveness of Corporate Water Stewardship Initiatives that Serve the Public Interest

Jason Morrison (Technical Director, CEO Water Mandate; Program Director, Pacific Institute) and Janek Hermann-Friede (Programme Coordinator, Water Integrity Network Association) set the scene for the day's discussion by presenting an on-going project on improving integrity in WSIs (WSIs). Mr. Morrison began by presenting the maturity progression of corporate water stewardship that provides a generic framework for how many companies' water practices evolve over time, showing that companies often move from addressing internal operations to engaging external stakeholders as they gain experience. He cited external engagement as a primary pathway for companies to address and manage water risks that emanate from basin conditions. However, Mr. Morrison also explained that as companies engage external stakeholders, often the greatest integrity risks come from the conditions over which the company has the least influence. To address these risks, the Mandate and [Water Integrity Network](#) have initiated a project on Improving the Integrity of Water Stewardship Initiatives with support from [Water Witness International](#), Partnerships in Practice, [GIZ](#), and [Pegasys](#) in order to identify key integrity risks to WSIs and develop a set of operating principles to ensure integrity.

Janek Hermann-Friede (Programme Coordinator, Water Integrity Network Association) discussed some of the perils that face WSIs, including accusations of inequitable process and "following the money". He highlighted situations that can challenge the integrity of corporate WSIs, including cash transfers to local authorities that benefit from pollution, affected communities not being involved in the process, drain on government staff resources, and taking on projects that do not have strategic value to the population. He called for trustworthy, credible and accountable partnerships, and inclusive processes as a way to ensure mutually-beneficial outcomes and that WSIs are credible and meaningful.

Mr. Morrison explained that the IWSI project team has tried to translate the risks into a set of seven operating principles that focus on: 1) alignment of WSIs with policy priorities, 2) appropriate and balanced representation of interests, and 3) clear and transparent about roles and responsibilities of participants. He reported that the project team is now working on how to operationalize these and other principles related to the integrity of WSIs.



A panel discussion followed in which several practitioners from the public and private sector offered insight into maintaining integrity in WSIs. The discussion questions posed to the panelists were:

- 1) Do the key integrity risks presented by the scene setters reflect your experience with WSIs and do you sense the operating principles are adequate to address such WSI integrity risks?
- 2) What are the key contextual factors (i.e., situation within the river basin) that most influences integrity issues relating to a WSI (i.e., what are some of the key barriers/challenges in managing the integrity of an WSI)?

Bert Share (Senior Global Director, Beer & Better World, Anheuser-Busch InBev) spoke of his company's efforts to engage in WSIs with a high degree of integrity and to implement several of the principles mentioned above in its barley growing operations.

Sonja Berdau (Advisor to International Water Stewardship Programme, GIZ) spoke of the accountability GIZ has to taxpayers as a public institution. She highlighted diversity among participants' culture, professional background, and values as some reasons for the complexity of WSIs. She emphasized GIZ's commitment to aligning its projects with the priorities of local governments.

Peter Newborne (Research Associate, Overseas Development Institute) remarked that the framework provides a very clear code of ethics and is a positive step that complements global water stewardship standards. He expressed that the process of managing WSIs can be confusing and complicated and noted that motivating engagement on WSIs requires clear objectives and expectations of each partner.

Ron Hoffer (Senior Sustainability Advisor, Office of Water, U.S. Environmental Protection Agency) lauded the integrity guidelines as being comprehensive and valuable, if a difficult target to reach. Mr. Hoffer went on to provide recommendations for integrating WSIs with public policy in developed and developing countries. He concluded by discussing contextual issues, such as a lack of transparency and shifting policy climate, that can pose integrity challenges to WSIs.

Carlo Galli (Water Resources Advisor, Nestlé) echoed earlier comments about the complexity of carrying out WSIs, and expressed the difficulty of translating this type of conversation to operations – something made easier with this guidance document. He stressed the importance of site-based understanding of water stewardship projects and engaging with local governments and civil society.

The ensuing discussion generated several key messages and common threads:

- The risks and principles established in this preliminary work are accurate and helpful, and generally find approval among the WSI practitioners in attendance.
- WSIs need to be considered in the context of ongoing local policy frameworks and local cultures.
- There is a great need to better understand and be clear about the motivations and incentives of WSI participants and whether they are truly able to promote public interest goals. This is critical to avoiding policy capture and understanding whether the project is the "right" project to undertake.
- Local governance context will impact the integrity of WSIs. Cultural issues, competition around resources, and the reality of greater water stress can lead to trade-offs and the need for negotiated water resource management. The goal of WSIs is to optimally manage the trade-offs between economic, social, and environmental interests.
- NGOs and other local actors may be the best parties to lead a WSI in some situations.
- Despite the challenges discussed above, the benefits of managing integrity risks are greater than the risks of inaction.

## **Part 2: Reflecting on Water-related Collective Action within the Context of Water Governance**

Håkan Tropp (Managing Director, Knowledge Services, Stockholm International Water Institute) presented on the shift of water governance from a state-centric model to a polycentric model that gives shared control and responsibility to the private sector. He emphasized some of the challenges to the polycentric system, including clashing water rights, lack of financing and human capacity, weak



implementation, and issues of transparency. He stressed the need for building regional alliances and applying transparency measures to partnerships.

Liese Dallbauman (Chair, WBCSD Water Leadership Group; Director - Water Stewardship PepsiCo) discussed the local nature of water use and impacts, and stressed the importance of taking a basin-level perspective to water management. Using examples of PepsiCo's work on groundwater in India, Ms. Dallbauman showcased the importance of community engagement. She described PepsiCo's efforts to follow the wishes of local communities in deciding whether or not to go forward with a project.

David Hillyard (Head of Major Partnerships, WaterAid) discussed the challenge of meeting WASH needs in areas of weak water governance. WaterAid and others are working to improve the governance capacity of the private sector in this arena. Mr. Hillyard also mentioned the need for monitoring and evaluation to better show the impacts of WSIs and to improve the sustainability of interventions. He also spoke of the importance of regulatory safeguards to protect the needs of the poor.

Bastiaan Mohrmann (Country Representative India, 2030 Water Resources Group & Head - Water Advisory, South Asia, IFC) discussed the issue of scaling WSIs to meet rising demand and increasing water scarcity. He identified the risk of perceived policy capture as one reason corporates are hesitant to take the lead on WSIs, and encouraged governments to call for collective action in order to address this barrier.

Brigitte Dittrich Kraemer (Senior Sustainability Manager, BASF) recounted her company's experience partnering with the European Water Partnership to develop and implement a standard for water management. Using this tool has helped to motivate the development of partnerships within water-stressed regions and support the company's license to operate and grow.

John Langford (University of Melbourne, representing Alliance for Water Stewardship) gave an overview of the Alliance for Water Stewardship's (AWS) standard and its role in gathering information on river basin context to improve policymaking. He gave the example of how AWS helped develop a system of mutually-beneficial exchanges during the 2007-2009 drought in the Murray-Darling Basin in Australia.

The subsequent discussion with the audience generated a number of key messages, including:

- Groundwater management must be address and prioritized if we are to make true progress on water. Better data on groundwater use is a critical first step.
- Women play a key role in WSIs. Empowering women and local civil society groups to act on water issues is essential in driving progress on water management.
- Sharing information with partners is key to motivating action among a variety of different groups and ensuring meaningful and coordinated action.
- In order to preserve integrity, key stakeholders should have an opportunity to shape and participate in WSIs at their outset, as opposed to midway through the project when challenges and objectives are already defined.
- Standards and benchmarks can play a critical role in driving collective action by providing a reference point to strive toward.

### **Concluding Remarks**

Gavin Power (Head, CEO Water Mandate; Deputy Director, UN Global Compact) thanked the panelists for their participation. He conveyed the importance of integrity to the UN Global Compact, and its commitment to eliminating corruption.



## Endorsers Meeting

### Background

Following the Mandate multi-stakeholder session and half-day seminars, the Mandate Secretariat convened an endorsers-only meeting to discuss and garner feedback on the week's events, as well as the initiative's major projects and workstreams moving forward. Specifically, this meeting sought to:

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

### Reflection on World Water Week and Multi-Stakeholder Sessions

Endorser feedback indicated that they were generally pleased with the week's session, noting a high level of energy among meeting participants and a numerous robust, nuanced discussions.

### Next Steps

#### Corporate Water Disclosure

Though the Secretariat initially considered disbanding the Water Disclosure Working Group upon completion of the [Corporate Water Disclosure Guidelines](#), the Secretariat proposed continuing the group (though substantially diminishing its monthly time requirements) so that it might offer support and direction as the Mandate Secretariat completes the web-based version of the Guidelines, the [Interactive Database of the World's River Basins](#), and seeks to socialize the Guidelines through webinars, meetings, etc. This proposal found favor among the majority of endorsing companies present in the room.

This discussion also led to several endorsers raising questions about how best to present their water management efforts (e.g., through a PDF report, web-based platform, etc.). The Mandate Secretariat responded that the Guidelines are agnostic on the format of the reporting and that companies have a great deal of flexibility in determining what reporting style/medium best fits the needs of their stakeholders.

#### Humans Rights and Business

It was suggested that the Human Rights Working Group remain operational until the completion and dissemination of the good practice guidelines presently under development. Upon completion of current project work, the HRWG might be sunset at the endorser meeting scheduled to take place World Water Week 2015. Several endorsers also indicated their desire to pilot test the Mandate's upcoming guidance on respecting the human rights to water and sanitation.

#### Policy Engagement and Collective Action

A couple of endorsers expressed concern that the Water Action Hub may lose focus by expanding through partnerships with other organizations. In response, the Mandate Secretariat suggested that it has received feedback that the Hub can best facilitate stewardship if it shifts from a catalogue of data to a catalyst of collective action, and current projects like the Sustainable Agriculture and Apparel portals are seeking to move the Hub in this direction.

It was agreed that the Mandate would create a Value Chain Working Group to address water stewardship issues value chain, with special emphasis on agricultural supply chains. The Secretariat committed to putting together a Terms of Reference for this working group.

#### Other

The topic of how to further engage and drive water stewardship among UN Global Compact Local Networks was introduced. The Secretariat shared its recent success at the Colombia Local Network



meeting, and its hopes to utilize the Local Networks in the future to assist with populating the Hub, glean insights from their experiences, and upscaling water stewardship generally.

The Secretariat reported that the Steering Committee has supported a recommendation of the Secretariat to move away from the current model of hosting two large stakeholder meetings per year, as it is expensive and time consuming. With recognition that 2015 would be a transition year due World Water Forum 7 in Korea (April), endorses found favor with this suggested approach starting in 2016. Some expressed a preference for more local content, consistent with the Local Network strategy, and localizing the CEO Water Mandate in key geographies around the world. The Mandate would continue to meet annually during Stockholm World Water Week.



## Appendix A: List of Working Conference Participants

Affiliation	Name	Title
<b>Endorsing Companies and Potential Endorsers</b>		
Anheuser-Busch InBev	Ezgi Barcenás	Manager, Beer and Better World
Anheuser-Busch InBev	Hugh Share	Senior Director, Beer & Better World
Carlsberg	Wouter de Groot	CSR and Risk Manager
Diageo	Michael Alexander	Head of Water, Environmental & Agriculture
Eskom	Nandha Govender	General Manager, Water and Environmental
Eskom	Deidre Herbst	Environmental Manager
General Mills	Ellen Silva	Applied Sustainability, Senior Manager
GlaxoSmithKline	Brett Fulford	Sustainability Leader, Operations
H&M	Maria Bystedt	Project Manager
H&M	Hanna Hallin	Sustainability Coordinator
H&M	Shariful Hoque	Environmental Senior
H&M	Felix Ockborn	Sustainability Coordinator
Heineken	Ron Bohlmeijer	Hydrogeological Specialist
IKEA	Simon Henzell-Thomas	Group Sustainability Policy & Stakeholder Engagement Manager
Jain Irrigation Systems Limited	Dilip Kulkarni	President, Agri-Food Division
Keurig Green Mountain, Inc.	Monique Oxender	Senior Director, Sustainability
Lixil	Vikki Bloom	Director, Global Creating Shared Value
Merck	Bob Drinane	Systems Manager
Merck	Maggie Kohn	Director, Women's Health and Marketing
Monsanto	Gabriela Burian	Global Director Sustainable Agriculture Ecosystems
Nestlé	Christian Frutiger	Deputy Head, Global Public Affairs
Nestlé	Carlo Galli	Strategic and Technical Adviser for Water Resources
Netafim	Naty Barak	Chief Sustainability Officer
Netafim	Rachel Shaul	Head of Corporate Marketing
Nike	Heather Rippman	Senior Manager, Water Stewardship
PepsiCo	Dan Bena	Senior Director, Sustainable Development
PepsiCo	Silvia Cruz-Vargas	Senior Manager, Programs & Partnerships
PepsiCo	Liese Dallbauman	Director of Water Stewardship
PepsiCo	Erin Thomas	Senior Director, Strategic Communication
PricewaterhouseCoopers	Matthias Retter	Senior Consultant
PricewaterhouseCoopers	Natalie Teear	Manager, Sustainable Business Solutions
Reed Elsevier	Kevin Agnew	Global Environment Manager
SABMiller	David Grant	Senior Manager: Water Risk & Partnerships
Sasol	Martin Ginster	Head of Water, Waste, Land and Biodiversity
Sofidel	Lorenzo Bianchi	Nordic Countries Operation Officer
Stora Enso Oyj	Johan Holm	Vice President, Environment



Affiliation	Name	Title
The Coca-Cola Company	Mackenzie Anderson	Environmental Communications Manager
The Coca-Cola Company	Greg Koch	Director, Global Water Stewardship
The Rezidor Hotel Group	Inge Huijbrechts	Vice President, Responsible Business
Unilever	Laura Barneby	Global Advocacy Manager
Unilever	Carolyn Jones	Expertise & Authority Manager , WASH
Veolia Environment	Edwin Pinero	Executive Vice President & Chief Sustainability Officer
Yara	Hans Goossens	Vice President, Downstream New Business Director
Yara	Koen Van Keer	Industry Relations Expert
<b>Civil Society</b>		
Agualimpia	Alejandro Conza Salas	Sanitary Engineer
Alliance for Water Stewardship	Adrian Sym	Executive Director
Asia Pacific Water Forum	Ravi Narayanan	Chair, Governing Council
Blue Planet Network	Lisa Nash	Chief Executive Officer
Business & Professional Women International	Lesha Witmer	Chair Standing Committee Environment, Sustainable Development & Water
Ceres	Monika Freyman	Senior Manager, Water Program
China Water Risk	Dawn McGregor	Network & Analysis
Conservation International	Paula Diaz	Program Specialist, Responsible Mining & Energy
EastWest Institute	Michele Ferenz	Director, Food-Water-Energy Nexus Program
European Water Partnership	Murray Biedler	External Expert
European Water Partnership	Sergey Moroz	Policy Director
Forest Trends	Jan Cassin	Water Initiative Director
Global Water Initiative	Kemi Seesink	Global Policy and Advocacy Coordinator
iDE	Annie Bonner	Global Partnerships Director
iDE	Tim Prewitt	CEO
International Water Centre	Brian McIntosh	Education Manager and International Water Leadership Program Lead
Norwegian Church Aid	Henriette Bjerke	Senior Adviser
Norwegian Church Aid	Marius Lystad	Head of Corporate Partnerships
Project WET Foundation	John Etgen	Senior Vice President
The Gold Standard Foundation	Adrian Rimmer	CEO
The Gold Standard Foundation	Brendan Smith	Water Programme Manager
The Nature Conservancy	Brian Richter	Director, Global Freshwater Strategies
The Nature Conservancy	Kari Vigerstol	Senior Hydrologist
The Nature Conservancy	Hugo Contreras Zepeda	Water Security Director
Water.org	Chevenee Reavis	Director of Strategic Initiatives
Water Footprint Network	Ruth Mathews	Executive Director
Water Footprint Network	Guoping Zhang	Senior Project Manager
Water Integrity Network	Teun Bastemeijer	Manager
Water Integrity Network	Janek Hermann-Friede	Program Coordinator
Water Supply & Sanitation Collaborative Council	Andrea Guzman	Program Officer Strategic Relations
Water-Culture Institute	David Groenfeldt	Director
WaterAid	Margaret Batty	Policy and Campaigns Director



Affiliation	Name	Title
WaterAid	Hannah Greig	Private Sector Advisor
WaterAid	Dave Hillyard	Head of Major Partnerships
WaterAid	Moniqa Lofstedt	Corporate Partnership Manager
WaterAid	Henry Northover	Global Head of Policy
WaterAid Australia	Mark Thomas	Corporate Relations Manager
WaterAid Sweden	Cecilia Chatterjee-Martinsen	Chief Executive
World Business Council for Sustainable Development	Joppe Cramwinckel	Director, Water
World Resources Institute	Paul Reig	Associate, Markets and Enterprise Program
World Resources Institute	Tien Shiao	Senior Associate
WWF	Alexis Morgan	Lead Advisor, Water Stewardship & Standards
WWF International	Stuart Orr	Head, Water Stewardship
WWF International	Jochem Verberne	Head, Corporate Relations
WWF UK	Claire Bramley	Water Stewardship Manager
<b>UN and Government Agencies</b>		
DEG Invest	Jens Hönerhoff	Senior Environmental Specialist, Sustainable Development & Environment
Inter-American Development Bank	Sergio Campos	Chief of the Water and Sanitation Division
Sanitation and Water for All Partnerships	Darren Saywell	WASH/CLTS Technical Director, Plan International USA
Sanitation and Water for All, UNICEF	Cindy Kushner	Secretariat Coordinator
Swiss Development Corporation	Carla Toranzo	National Program Officer
UN Development Programme / Cap-net	Themba Gumbo	Director, Cap-Net
UN FAO, Land and Water Division	Lucie Pluschke	Water-Energy-Food Nexus Officer
UN Global Compact Local Network Brazil	Renata Welinski da Silva Seabra	Executive Secretary
UN Global Compact Network in Russia	Anatoly Kinebas	Deputy Chair
UN HABITAT	Andre Dzikus	Programme Manager
UNICEF	Cecilia Scharp	Senior Advisor Water and Environment
UN PRI	Paul Chandler	Manager of Investor Engagements, Environmental Issues
UN-Water Decade Programme on Advocacy and Communication	Josefina Maestu	Coordinator/Director United Nations Office to Support the International Decade for Action: "Water for Life" 2005-2015
US Environmental Protection Agency	Ron Hoffer	Sustainability and Innovation Water Policy Staff
Water and Sanitation, Energy Water and Sanitation Authority (EWSA Ltd.), Republic of Rwanda	James Sano	Deputy Director General
<b>Other</b>		
AMEC	Chris Fawcett	Associate Director
Avvocato Michela Cocchi - Studio Legale	Michela Cocchi	Founder and CEO
C&A Foundation	Sumeet Bhatti	Sustainable Supply Chain Advisor



<b>Affiliation</b>	<b>Name</b>	<b>Title</b>
CDP	Karina de Souza	Technical Manager
CDP	Morgan Gillespy	Water Account Manager
CDP	Cate Lamb	Head of Water
Centre for Water Resources, Anna University	Piyali Chowdhury	PHD Scholar (Climate Studies) at Indian Institute of Technology
Centre for Water Resources, Anna University	Soorya Vennila	Assistant Professor
Ganci and Partners	Bright Gavu	Chief Executive Officer and Lead Consultant
Global Environment & Technology Foundation	Chuck Chaitovitz	Principal
Global Environment & Technology Foundation	Naabia Oforu-Amaah	President
Global Environment & Technology Foundation	Kristen Ward	Project Manager; Team Lead for Women's Economic Empowerment
Global Reporting Initiative	Bastian Buck	Director Reporting Standard
Global Water Intelligence	Emma Lupton	Corporate Water Stewardship Programme Coordinator
Global Water Partnership - Mediterranean	Anthi Brouma	Senior Programme Officer, Head of Middle East & North Africa Region
Global Water Partnership – Mediterranean	Dimitris Faloutsos	Senior Programme Officer, Head of South Eastern Europe Region
Instituto de Estudios Peruanos	Hildegardi Venero Farfán	Senior Researcher
Libélula	Leopoldo Macera	Communications Manager
LimnoTech	Paul Freedman	President and CEO
Shift	Beth Holzman	Advisor
The Partnerships Advisory	Claire Brown Lyons	Chief Catalyst & CEO
TomKat Charitable Trust	Nancy White	Program Advisor, Water
<b>Event Organizers</b>		
Pacific Institute	Mai-Lan Ha	Research Associate
Pacific Institute	Jason Morrison	Program Director
Pacific Institute	Peter Schulte	Research Associate
Pacific Institute	Stefanie Woodward	Research Associate
Ross Strategic	Rob Greenwood	Principal
UN Global Compact	Margaret Fenwick	Associate Project Manager Environment and Climate
UN Global Compact	Gavin Power	Deputy Director



## Appendix B: Stockholm 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.