



The CEO Water Mandate  
**Twelfth Working Conference**  
**Event Summaries**

September 4, 2013  
Stockholm, Sweden

September 19, 2013  
New York City, USA



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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), and Mumbai (March 2013), the UN Global Compact – with operational support from the Pacific Institute – convened two additional Mandate multi-stakeholder sessions in the third quarter of 2013, one on September 4 coinciding with [World Water Week](#) in Stockholm, Sweden, and a second on September 19 during the UN Global Compact [Leaders Summit](#) in New York City. Together, these two sessions comprise the Mandate's 12th multi-stakeholder working conference.

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 4 Stockholm event focused on the release and ongoing development of numerous Mandate guidance documents and tools, such as the [Water Action Hub](#), [Guide to Water-Related Collective Action](#), [Corporate Water Disclosure Guidelines](#), and operational guidance on the corporate responsibility to respect the HRWS. As with other Mandate meetings, it allowed participants from the private sector, civil society, government, and academia to learn about and help shape these important products and explore how companies can advance good corporate water stewardship practices.

The September 19 New York City event, featuring a keynote speech by UN Deputy Secretary-General Jan Eliasson, explored and unpacked the prospective role of business in advancing potential policy objectives relating to increased access to water, sanitation, and hygiene (WASH) services; improved water resources management and governance; efficient water use; and pollution reduction. In particular, it delved into the role of business in supporting the development and achievement of the Post-2015 Sustainable Development Agenda, how related goals can be framed to ensure maximum impact and alignment with emerging water stewardship practice, and how to get from goal-setting to meaningful corporate action on-the-ground.

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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 two 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. Below is a summary of the key learnings and outcomes from these sessions.

### **CEO Water Mandate Workstreams and Projects – September 4, Stockholm**

The multi-stakeholder session coinciding with World Water Week in Stockholm focused on Mandate projects and the initiative's three core workstreams:

#### Corporate Water Disclosure

In August 2012, the Mandate released the [Public Exposure Draft](#) of its Corporate Water Disclosure Guidelines in order to allow companies and their audiences to review and test the Guidelines before they are finalized in the first quarter of 2014. In 2013, the Mandate Secretariat has been soliciting feedback on the draft to determine whether they are focusing on the right issues and whether the guidance provided is effective. During this period, the Mandate Secretariat has also spearheaded the following two efforts with relevant organizations and initiatives in order to drive more effective and coherent corporate water disclosure practices:

1. Refining the “Corporate Water Management Maturity Progression” (originally presented in the Public Exposure Draft) that outlines the journey that many companies take as their water-related practices evolve and mature over time.
2. Driving a conceptual understanding of key terms often used in corporate water disclosure, namely “water scarcity”, “water stress”, and “water risk” that has broad buy-in by relevant organizations and others advancing corporate water stewardship.

The sessions in Stockholm allowed the project team to share initial findings from these two endeavors in order to better understand whether it is on the right track and how these efforts might be improved upon in the coming months. Among other things, feedback suggested that while the project team is indeed on the right track, companies and stakeholders would appreciate further opportunities to inform and help shape these projects.

#### Human Rights

Since 2009, the Mandate has sought to better understand the roles and responsibilities of business with respect to the human right to water and sanitation and other water-related human rights. Discussions in Stockholm advanced this work by elucidating and unpacking the [UN Guiding Principles](#) as they relate to water and sharing recent findings and updates from the Mandate's development of the upcoming *Guide to Aligning Business Practice with the Human Right to Water and Sanitation*. Most notably, these sessions demonstrated the project team's increased focus on articulating the linkages and synergies between corporate processes related to respecting human rights and corporate water stewardship practices. This focus is meant to help companies better integrate human rights into their water-related programs (and vice versa) rather than tackle these interwoven challenges in isolation from one another. Presentations and discussions indicated general comfort with this approach, while also suggesting that disparities in terminology may be a significant barrier in aligning these two functions within businesses.

#### Policy Engagement and Collective Action

The day's sessions also allowed the Mandate Secretariat to share information about its release of the final version of [Guide to Water-Related Collective Action](#) and updates to its [Water Action Hub](#). The final version of the Guide has refined the beta version released in August 2012 by amending its structure and style to improve flow and readability, better reflecting the reality that collective action efforts are typically highly iterative and circular, and more explicitly linking collective action practices with the principles of policy engagement. One year after its launch, the Water Action Hub has increased the number of participating organizations from around 20 to over 160, while the number of projects listed on the Hub has



nearly tripled since the launch. Indeed, the Hub's model has been so successful that the UN Global Compact is now launching its [Partnership Hub](#) and other issue area Hubs.

Discussions on collective action focused largely on the importance of and key limitations to scaling up water stewardship and collective action practices. Presentations and comments from this session suggested that, among other things, a clearly-articulated business case; an initial focus on practical, "low-hanging fruit" solutions for companies just beginning to think about water, as well as deeper understanding of and commitment to improved agricultural water practices, were critical to achieving significant progress in driving sustainable business practices and solving global water-related challenges.

### **Business and the Water-Related Aspects of the Post-2015 Sustainable Development Agenda – September 19, New York City**

Discussions during the New York City half-day session revealed a number of common threads regarding the water-related aspects of the Post-2015 Sustainable Development Agenda and businesses' opportunities to contribute to them. Key points raised during this session included:

- Businesses have much to contribute to public policy goals, including an array of technologies and resources, financing, detailed knowledge of return-on-investment and other accounting practices, and how to develop and sell ideas and projects to a wide range of audiences.
- The forthcoming Sustainable Development Goals (SDGs) will be best supported by having a stand-alone goal focused on water and sanitation.
- This stand-alone goal on water and sanitation should focus on three core issues: 1) the provision of WASH services, 2) water resources management, and 3) wastewater quality and treatment.
- The SDGs should focus on the systems and institutions that help underpin poverty alleviation and sustainable development. With respect to water, this means that effective and equitable water governance should be emphasized as a critical piece of realizing water goals.
- Businesses should strive to integrate and align public policy goals, such as the possible SDGs, into their core business strategy.
- Especially when considering water challenges, engaging with agricultural growers to encourage and facilitate more sustainable practices is essential.
- In order to foster bottom-up participation and solutions (in addition to top-down approaches), it is very important to link people to information that raises awareness on key issues and offers practical solutions that they can implement.

UN Deputy Secretary-General Jan Eliasson, who provided the session's keynote speech, had several key contributions to this discussion. Among other things, he stressed that where traditionally we as a society have solved problems vertically (i.e., alone and focused only on one issue at time), we must now foster horizontal approaches that emphasize the connectivity between challenges and the opportunity for cross stakeholder collaboration. He also spoke at length of how improved sanitation is not only essential for human dignity, but will have multiplying effects on goals related to child mortality, maternal health, education, poverty reduction, and gender equality. Further, progress and cooperation on water resource challenges is critical to avoiding conflict and ultimately achieving lasting peace.

This session indicated a growing recognition of the opportunity for businesses to be an invaluable catalyst in driving sustainable water management and the spread of WASH services. This opportunity is built around three core pillars: 1) a strong business case for action (e.g., in supporting thriving employee bases, improving reputation, and ensuring critical supplies and inputs, among other things), 2) the substantial resources and leverage of the private sector, and 3) the potential for collaboration and collective action that offer credibility, legitimacy, and accountability. Furthermore, the actions companies might take to help achieve water-related public policy goals align well with the emerging corporate water stewardship paradigm put forth by the CEO Water Mandate and others. In this sense, the Post-2015 process and corporate water stewardship contribute to and reinforce one another.



## CEO Water Mandate Session at Stockholm World Water Week

### Overview & Welcoming Remarks

The Stockholm event featured presentations and facilitated discussion relating to the Mandate's core workstreams: 1) policy engagement and collective action, 2) business and human rights, and 3) corporate water disclosure. The day's sessions sought to explore complex issues confronting companies related to these issue areas, 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 and hopes for the future. He highlighted the importance of the Mandate's work to achieving sustainable water management around the world as well as its potential contributions to the development and achievement of the now under development Post-2015 SDGs. Mr. Power also spoke of the UN Global Compact's [Local Networks](#) and the great opportunity to engage these country-level networks and thereby spread the messages and practices of the Mandate.

Meeting facilitator Rob Greenwood (Principal, Ross Strategic) reviewed the objectives for the session and stressed that discussions were intended to challenge assumptions and conventional thinking. Mr. Greenwood led an exercise taking stock of the different sectors present in the room. He also 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.

### Informing Development of the CEO Water Mandate's Corporate Water Disclosure Guidelines

Jason Morrison (Technical Director, CEO Water Mandate; Corporate Sustainability Director, Pacific Institute) began the first session of the day by providing background on the Mandate's disclosure workstream and the development of the initiative's Corporate Water Disclosure Guidelines. The Guidelines seek to bring together and build on the experiences of water-disclosure-related initiatives so as to advance a common approach to corporate water disclosure including:

- Offering common corporate water disclosure metrics and approaches to conveying qualitative information, so as to harmonize practice; and
- Providing guidance for determining report content relevance and aligning water disclosure to stakeholder expectations

The [Public Exposure Draft](#) of the Guidelines was released in August 2012 in order to allow companies and their stakeholders to review and test the Guidelines before they are finalized in 2014. In 2013, the Mandate Secretariat has been soliciting feedback on the draft by means of an online survey and in-person consultations to determine whether they are providing the right type of guidance and whether that guidance is effective.

During this period, the Mandate Secretariat has also spearheaded efforts with relevant organizations and initiatives that support effective and coherent disclosure practice. These efforts have resulted in two primary projects. The first, conducted in partnership with World Resources Institute, CDP Water, and PricewaterhouseCoopers, seeks to review and refine the "Corporate Water Management Maturity Progression" that outlines the journey that many companies take as their water-related practices evolve and mature over time. The second, conducted in partnership with World Resources Institute, CDP Water, Water Footprint Network, WWF, The Nature Conservancy, and the Alliance for Water Stewardship seeks to come to a common conceptual understanding of key terms often used in corporate water disclosure, namely "water scarcity", "water stress", and "water risk".

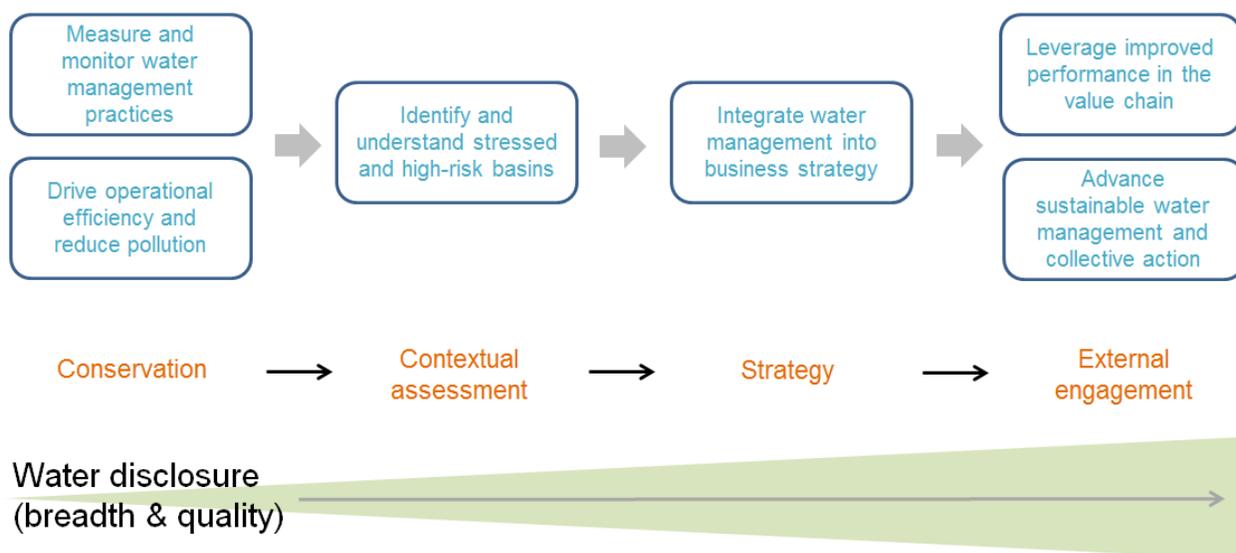
### *Understanding and assessing the relative maturity of corporate water stewardship practice*

Cate Lamb (Head of Water, CDP) spoke of the team's progress on the first of these efforts. After beginning with an overview of CDP and their [water questionnaire](#) sent to companies on the behalf of

investors worldwide, she described the organization’s plan to develop and test a methodology for scoring companies’ water-related disclosure practice and performance in 2014. In doing so, CDP ultimately aims to help investors identify good water stewards and in doing so drive sustainable water management. She explained that CDP will not look to score companies based on their risk, but rather their responses to the risk they face. She also stressed that CDP is still developing this methodology and invited audience members to offer their feedback on how this can be done in an effective and fair manner.

Ms. Lamb asserted that the CDP water questionnaire and the scoring process will be most effective if they can assess the maturity of companies’ water management programs. Such a model would allow investors and other stakeholders to understand to what extent a company’s water practices are comprehensive, while also determining what actions it might want to pursue in the future. As such, CDP has been keen to collaborate with the Mandate and others to develop the Corporate Water Management Maturity Progression, originally put forth in the Guideline’s [Public Exposure Draft](#). She presented a new version of the maturity progression (shown in Figure 1) that better reflects the different paths companies might go down depending on their specific circumstances.

**Figure 1: Current draft corporate water management maturity progression**



An informal poll of the audience indicated that there was a high degree of comfort with the concept of the maturity progression and recent revisions made to it. However, audience members noted that the idea of scoring water disclosure is quite ambitious, while also having the potential to encourage the wrong types of behavior. As such, some wondered if the timing of scoring on water disclosure was right. Ms. Lamb responded that this indeed is a key concern and that CDP will build on its past experience in this field to ensure scoring is done appropriately. More on this discussion can be found on page 20.

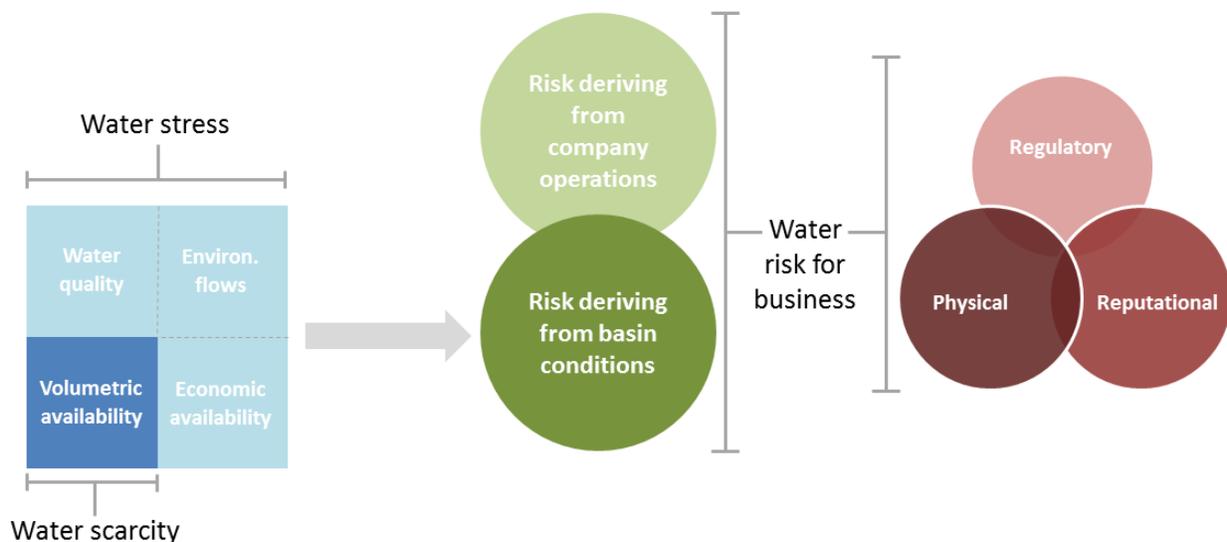
*Working toward a common understanding of “water scarcity, stress, and risk”*

Tien Shiao (Senior Associate, World Resources Institute) and Paul Reig (Associate, World Resources Institute) discussed this process, as well as their organization’s work to understand and map water scarcity and water stress over the last several years. Ms. Shiao explained how “scarcity” and “stress” are often used interchangeably, while simultaneously often meaning different things. For this reason, there is a need to clarify these terms, especially as companies begin to use them to make statements about their water risk, impacts, and performance.

Mr. Reig described the progress of the group to date in driving this clarity of terminology, while also noting that this is an ongoing process and that the team would very much appreciate any feedback as it continues. At this point, the group has positioned “water scarcity” as a term referring to the volumetric

availability of water in a given area, once human demand for water is accounted for. “Water stress” is a broader term referring to the extent to which agricultural, industrial, residential, and ecological uses of water conflict in a given area. It considers not only volumetric availability, but also water quality, environmental flows, and economic availability. “Water risk” refers to the probability and severity of a water-related event producing a deleterious effect on an entity, such as a business. This considers a wide range of factors, including water scarcity and water stress, but also others such as the regulatory conditions of a given area. The relationship among these concepts, as the group has initially defined them, is provided in Figure 2.

**Figure 2: An initial proposal for the relationship between "scarcity", "stress", and "risk"**



Ms. Shiao’s and Mr. Reig’s presentation sparked a conversation among the audience about whether scarcity and stress can and should be used to gain insight into a company’s risk. Some felt that scarcity and stress provide an incomplete picture of the many water-related risks companies face and thus an overemphasis on these concepts might mislead companies into considering a limited number of risk drivers. Others posited that, despite this incomplete picture, there is still value in defining and assessing terms that help shed light on certain aspects of risk. Risk is a vast and subjective concept; risk will differ from company to company, as will companies’ tolerance to risk vary. Because of this, concepts such as “stress” and “scarcity” are of value since they can be assessed in a somewhat objective and quantified manner. Further, many companies may not have the capacity to conduct comprehensive risk assessment, but will still wish to gain some insight into the risks, even if limited. By the end of the discussion, there appeared to be widespread appreciation of the idea that “scarcity” and “stress” are essential components of understanding risk, but should not be considered in isolation from other factors whenever possible.

**Business and the Human Right to Water and Sanitation**

The second session of the day explored and provided updates on the Mandate’s human rights and business workstream. Specifically, it sought to provide background on the expectations of businesses and state’s with respect to the human right to water and sanitation, offer initial results of the Mandate’s research in this area, and foster a multi-stakeholder discussion to better understand varying perspectives on this important issue.

*The realization of the human right to water and sanitation: States’ obligations and businesses’ responsibilities*

Inga Winkler and Virginia Roaf (Advisers to the UN Special Rapporteur on the Human Right to Water and Sanitation) described their work to articulate the roles and responsibilities of states, corporates, and others regarding the human right to water and sanitation. Ms. Roaf explained that, for water-intensive



companies, the primary responsibility is to ensure water and sanitation services are provided in their workplaces and that adverse impacts related to water use and wastewater discharge are continuously assessed and mitigated. She explained that in many cases, contrary to common perception, water pollution is often a much greater concern for poor communities, those living in informal settlements, and indigenous peoples, than simple lack of supply and should be a point of emphasis in corporate human rights impacts assessments. Ms. Winkler continued by explaining that states are the primary duty bearers regarding human rights, while businesses are expected to avoid infringing on rights. Companies are not to replace governments, but rather to engage and support them and rights holders and establish grievance mechanisms that allow affected communities to report infringements.

*Bringing a human rights lens to corporate water stewardship: Results of initial research*

Jason Morrison (Technical Director, CEO Water Mandate; Corporate Sustainability Director, Pacific Institute) followed by providing the history of the Mandate's human rights workstream and discussing its future plans. He explained that this discussion began at a 2009 Mandate working conference in Istanbul. Since then, the discussion has evolved to better appreciate that companies are in need of guidance on how to "respect" the right to water, and that this guidance will ultimately be most powerful and helpful if it demonstrates how human rights processes fit within and complement existing corporate water stewardship efforts, as opposed to being isolated and independent processes. He noted that this process has presented several challenges, for example, in harmonizing sometimes conflicting terminology, especially uses of the terms "risk" and "impact" among the human rights and stewardship communities. Finally, he spoke of the Mandate's plan to finalize and release guidance on this issue, developed in collaboration with Shift, in the second quarter of 2014. This guidance document tentatively entitled *Guide to Aligning Business Practice with the Human Right to Water and Sanitation* will be geared toward helping corporate water users (as opposed to water providers) better understand how to "respect" the human right to water and sanitation.

Rachel Davis (Managing Director, Shift) continued by describing some of the initial findings from the project team's research as well as some ideas on what the final guidance will look like. She stressed that the corporate responsibility to respect cannot be understood in isolation from the state duty to protect. These two obligations are intended to work in tandem with one another to ensure rights are upheld. That said, the corporate responsibility to respect exists independent of the state duty to protect. In other words, state failure to fulfill their duty does not nullify the corporate responsibility to respect. She also clarified that the corporate responsibility to respect first and foremost requires understanding where adverse impacts are taking place, as opposed to understanding where companies have the most capacity to act.

Davis explained that the team has emphasized translating human rights and stewardship terminology and models to better understand how they can and do speak to one another. Areas of potential convergence between these two models include the importance of stakeholder engagement, the need to understand impacts in the supply chain, the importance of disclosure and communication, and the relevance of collective action approaches. Further connections are demonstrated in Table 1.



Table 1: Alignment between human rights and stewardship practices

UN Guiding Principles	CEO Water Mandate Guidance
<b>Policy Commitment and Embedding Respect</b>	<b>Commit; Define</b>
<b>Assessing Impacts</b>	<b>Account; Assess</b>
<b>Integrating &amp; Acting on Potential Impacts</b>	<b>Implement</b>
<b>Tracking Performance</b>	<b>Monitor</b>
<b>Communicating Performance</b>	<b>Communicate</b>
<b>Remediation</b>	<b>No clear match – part of Implement?</b>

*Multi-stakeholder response panel and facilitated discussion*

These initial presentations were followed by a multi-stakeholder response panel where stakeholders shared their initial reactions on the presented information while also offering their thoughts more broadly on the role of business in supporting the realization of human rights. Generally, feedback from panelists and audience members suggested that the project team is on the right track with its guidance. It also highlighted the tension between the private sector’s potential ability to 1) play a meaningful role fulfilling human rights and 2) to undermine governments’ efforts to do so in the process. There was widespread buy-in to the idea that above all else companies should strive to ensure they “do no harm” and that any efforts to “fulfill” human rights be done in an open and collaborative process that has support and participation from key stakeholders.

The conversation also stressed that many companies have traditionally been hesitant to participate in the human rights discussion and that governments have needed to tread a careful line when attempting to hold companies to account. As such, despite some companies adopting a pro-poor, pro-rights approach, many companies have not yet bought-in to this concept and will need to be further engaged to drive widespread change.

Discussion also suggested that embedding stakeholder views and interests within corporate efforts related to human rights is essential. Some noted that often as CSR/Sustainability teams are trying to “sell” human rights practices to other business segments, these stakeholder perspectives are lost in favor of a discussion related to business risk.

Finally, participants talked about key barriers to corporates playing a meaningful role in advancing human rights goals. Key messages from this conversation included:

- Companies can do a better job of raising awareness across the company and informing all segments of the business on potential ways they can contribute to human rights goals.
- Many companies often do not have the ability to assess where impacts are taking place in their value chain. Guidance and tools on such value chain assessment would be highly useful.
- Respecting the human right to water and sanitation clearly requires a high level of coordination among a company’s human rights, environmental, and social teams; many companies are still determining how to best coordinate and align these groups.
- In order to meaningfully participate in these goals, companies must be in it for the long-run and be willing to take a iterative, non-linear journey.



### **Final Release of Good Practice Guidance on Collective Action on Water**

Gavin Power (Head, CEO Water Mandate) opened the afternoon segment of the day's meeting by discussing the great importance of collective action to the Mandate's approach to corporate water stewardship and its inclusion as one of the initiative's six core elements. He illustrated the evolution of the Mandate's work on this topic, beginning with [Guide to Responsible Business Engagement with Water Policy](#) in 2010, and now both the final version of the [Guide to Water-Related Collective Action](#) and the [Water Action Hub](#).

Rob Greenwood (Principal, Ross Strategic) – a co-author of the Guide to Water-Related Collective Action – discussed the Guide and how the final version has been updated and improved since the August 2012 beta version. He explained that the Guide looks to offer support to private enterprises gearing up for site-level collective actions projects, whether that be in collaboration with other businesses, government agencies, civil society, communities, and/or others. The Guide facilitates the development of internal strategy regarding the collective action, helping companies determine the most appropriate and useful form of collective action to undertake, manage expectations, communicate clearly, and coordinate coherently and effectively. Upcoming guidance from the [Water Futures Partnership](#) will seek to provide further guidance specifically on the actual stakeholder engagement process and collective action implementation. The final version includes an amended structure and style to improve flow and readability, while better reflecting the reality that collective action efforts are typically highly iterative and circular and more explicitly linking collective action practices to the principles of policy engagement (as described in the Guide to Responsible Business Engagement with Water Policy).

Next, Robin Farrington (Water Stewardship Advisor, GIZ) and Ken Caplan (Director, Building Partnerships for Development in Water and Sanitation) shared some emerging lessons concerning water-related collective action based on their experiences trying to implement such practices in on-the-ground contexts. They shared their belief that there is an art to partnerships and relationships and that collective action must be conducted with a keen attention to detail and appreciation of the highly-dynamic processes they are trying to influence. Key lessons included:

- Conventional thinking and practice must be tested and questioned at the local level;
- Motivations and expectations must be articulated from the start;
- Companies should pick their first collective action endeavors carefully and strategically;
- Companies should be cognizant of what specific types of change they are trying to leverage;
- Roles and responsibilities must be carefully and clearly defined;
- Water risk and sustainability assessments should be conducted in a participatory and inclusive manner;
- Monitoring should be used to continually evaluate project impacts;
- Successful collective action efforts consider and appreciate the great role that the cultures of societies, organizations, institutions, and others play;
- Middle managers charged with implementing the detailed elements of collective action efforts need to seek help and assistance where possible; this role is often quite difficult and requires a range of perspectives and skillsets to be effective.

### **Demonstrating Corporate Leadership through Partnership-Based Innovation: How to Reach Scale Going Forward**

The next session allowed companies themselves to discuss some of their experiences with water-related collective action, describing specific projects and identifying some of the key benefits and barriers to success. AT&T and the Environmental Defense Fund have teamed to create a project that reduces the water use demand of cooling systems, reducing water use by 14-40% at targeted facilities with a high return-on-investment. However, they did not stop with driving action at AT&T facilities, but instead have sought to scale up these technologies to all commercial buildings in the United States and created an online water efficiency toolkit for organizational leaders and facility managers across the country.

Similarly, The Coca-Cola Company and UN Development Programme launched the Every Drop Matters initiative in 2007 to drive water-related projects in Eurasia, Africa, and China aimed at watershed



conservation, access to WASH services, building capacity, facilitating good governance, and raising awareness. Coca-Cola and UNDP share responsibilities in this partnership; both offer significant financial, technical, and managerial resources to help drive action. As with AT&T and the Environmental Defense Fund, Every Drop Matters is now endeavoring to scale up this important work in a variety of different contexts to ensure that widespread impact is achieved.

Nestlé, understanding that global demand for coffee is increasing, set out to make this process as water efficient as possible especially in Vietnam, the world's leading coffee producer. A project funded by both Nestlé and the Swiss Development Agency, and implemented by International Water Management Institute and EDE Consulting, is currently rolling out recommendations and good practices to local growers. For example, they are encouraging growers to reduce the amount of water applied to crops, which research has shown can actually improve yield while reducing water use. As with the other groups, Nestlé is now aiming to expand these practices beyond their direct sphere of influence in order to maximize the impact of their research and other efforts.

Meeting facilitator Rob Greenwood (Principal, Ross Strategic) asked the panelists and audience alike what they believe the key ingredients of scaling up might be. First and foremost, there was widespread sentiment that articulating the business case or value proposition is critical to garnering and maintaining earnest action over the long-term. Tied to this notion, companies and prospective partners must also have clarity of purpose and a complementarity of resources, skills, and leverage points in order to unlock widespread change.

Discussions also suggested that scaling up may require companies with advanced water practices to be aware that those to whom they are encouraging good practices are likely nowhere near as sophisticated with respect to water. Because of this, activities that reside in the earlier segments of the Corporate Water Management Maturity Progression, especially water use efficiency and wastewater treatment measures, may be most compelling as initial scale up programs. Other comments suggested a diverging view that in order to truly maximize impacts, scaling up activities will need to drive action where interventions are most needed and influential, as opposed to where they will be easiest to implement. For many, this will mean that scaling up may need to be targeted at supply chain engagement, as opposed to direct operations. Further discussion suggested that perhaps these two views are not conflicting, but can be used to complement one another. Under this model, initial interventions related to operational efficiency can be used as a selling point for corporate water stewardship, and then used as a stepping stone for some companies to make an even greater impact through supply chain engagement.

The remaining conversation revealed several messages regarding collective action and scaling up corporate water stewardship practices, including:

- In order to truly advance sustainable water management, we must try to engage and drive improvement among growers and agriculture regarding their water-related practices.
- Scaling up and collective action will be most effective and compelling when the individual impacts and benefits to different players are assessed and clearly communicated.
- Constructive, enabling regulation that incentivizes smart growth is vital to creating an environment in which sustainable practices thrive.
- Similarly, in countries where governments have limited capacity, companies need to send clear messages on the government interventions most crucial to realizing such an environment.
- Many companies and others will require prolonged engagement and encouragement before they are fully sold on the value of sustainable water management practices.

### **Status Update on the Growth and Evolution of the Water Action Hub One Year On**

The last session of the day 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) explained that in the year since the Hub's launch, the number of organizations participating on the Hub has increased from around 20 to 160, while the number of projects listed on the Hub has grown from about 50 to 125. Indeed, this



model has been so successful that the UN Global Compact is launching its [Partnership Hub](#) and other issue area Hubs.

Mr. Morrison also revealed that the Hub team is working with WWF's [Water Risk Filter](#) team to find areas for increased integration and alignment between the two platforms, so that, for example, companies using the Filter will be immediately directed to the component of the Hub related to projects that address their specific types of risks in their basins of interest. He noted that as the Hub continues to evolve, the project team will seek to foster both "top-down" strategies that engage major international organizations to get more involved, as well as "bottom-up" strategies geared toward generating more interest on-the-ground. As part of this effort, it hopes to conduct more local, face-to-face facilitations that might encourage uptake of the Hub and collective action principles more generally.

Sabine Von-Wiren-Lehr (Water Stewardship Program Coordinator, Europe Water Partnership) followed by explaining European Water Partnership's role (and that of its European Water Stewardship initiative) in encouraging and facilitating uptake of the Water Action Hub in Europe specifically. They have done so by raising awareness of the Hub among their stakeholder network and populating the Hub with European projects, among other things. Von-Wiren-Lehr expressed her opinion that the Hub provides great value as a means of providing visibility to water-related challenges and potential responses and by fostering an exchange of knowledge and data.

For the day's last presentation, Jose Luis Martin Bordes, (Programme Officer, Global Water Operators' Partnerships Alliance, UN-HABITAT) described Water Operators' Partnerships (WOPs) and his role with the Global Water Operators' Partnerships Alliance (GWOPA). He explained that WOPs are peer support partnerships that bolster water and sanitation service providers' ability to fulfill their role in delivering and extending basic services for all. He explained that many water-related goals, such as increased access to water and sanitation and more robust water governance, demand improved capacity amongst those responsible for delivering these services. As such, WOPs provide a platform to exchange knowledge and ideas that drive raised capacity and more effective service provision. GWOPA plays a coordinating role among WOPs, allowing even greater coordination and sharing. Mr. Bordes sees the Hub as a valuable way to support these efforts by fostering partnerships and connecting the right offers to the right demand.

### **Concluding Remarks**

Gavin Power (Head, CEO Water Mandate) concluded the event by congratulating the audience on another successful and spirited conference. He highlighted the importance of corporate water stewardship to sustainable development and the realization of the Post-2015 Sustainable Development Agenda, and underscored the Mandate's hope to further contribute to these efforts. He thanked all audience members for their participation and valuable insight. Lastly, he expressed his gratitude to Anheuser-Busch InBev and Merck for their sponsorship of the event and continued support of the Mandate.



## Corporate Water Stewardship Session at New York UN Global Compact Leaders Summit

### Overview & Welcoming Remarks

The New York City event focused on advancing the initiative's ongoing discussions regarding water, business, and the Post-2015 Sustainable Development Agenda. It built on deliberations at the Mandate's [multi-stakeholder working conference in Mumbai](#) in March 2013, as well as calls for a water-related sustainable development goal included in written contributions from the UN Global Compact, the High-Level Panel, and UN-Water, among others. The session explored and unpacked the prospective role of business in advancing potential policy objectives relating to increased access to WASH services; improved water resources management and governance; efficient water use; and pollution reduction. In particular, it delved into the role of business in supporting the development and achievement of these goals, how the goals can be framed to ensure maximum impact and alignment with emerging water stewardship practice, and how to get from goal-setting to meaningful corporate action on-the-ground.

Gavin Power (Head, CEO Water Mandate) opened the session by highlighting the importance of the Mandate's work to achieving sustainable water management around the world as well as its potential contributions to development and achievement of the Sustainable Development Goals. Rob Greenwood (Principal, Ross Strategic) followed by establishing ground rules for the meeting. He reminded the audience that this meeting served as an opportunity for them to contribute to the ongoing dialogue that is informing the development of the possible SDGs. He also noted that, unlike most Mandate working conferences, this session would not adhere to Chatham House Rule, as the nature of the meeting made it logistically difficult to ensure that comments were not attributed to those who offered them.

### Part One: Where Are We Trying to Go – Setting the Destination for a Water-Related Sustainable Development Goal

The first half of the side event focused on explaining the Post-2015 Development Agenda process, how water-related goals might fit into that effort, and how businesses might contribute to those goals.

#### *Setting the stage*

Cecilia Scharp (Senior Advisor, Water and Environment, UNICEF and Water Thematic Consultation Lead) began by describing the Post-2015 Sustainable Development Agenda process, reporting on its work-to-date, and explaining the steps yet to come. She explained that with the Millennium Development Goals (MDGs) set to expire in 2015, the UN system is looking to establish a new set of goals that build on the strengths of the previous goals while also addressing their shortfalls. In particular, this new set of goals will strive to eliminate extreme poverty and reduce societal inequalities. In doing so, it will focus on fostering good governance and accountability that underpin and unlock the realization of such goals, while also encouraging partnerships and innovation that advance sustainable development. Goals will be aspirational, universal, simple, measurable, time-bound, and easy-to-communicate.

Ms. Scharp expressed her belief that the possible SDGs should include a dedicated, standalone water goal which would help ensure that the SDGs do not create even greater fragmentation and competition over water resources. She also stressed that business participation will be critical in providing the innovative technologies and financing needed to spark action. She also suggested that more sustainable consumption and production practices can in and of themselves be an incredibly powerful contribution to the achievements of these goals.

Jason Morrison (Technical Director, CEO Water Mandate; Corporate Sustainability Director, Pacific Institute) discussed how businesses and others are contributing to the Sustainable Development Agenda process, and specifically how they are informing the development of water-related goals and targets. He suggested that business input into this process to date has created two key messages. First, water-related goals and targets should revolve around three primary issues: 1) WASH-related goals, 2) water



resources management, and 3) wastewater quality and treatment. Second, that these suggested issues and the actions companies might take to address them align well with the emerging corporate water stewardship paradigm put forth by the CEO Water Mandate and others.

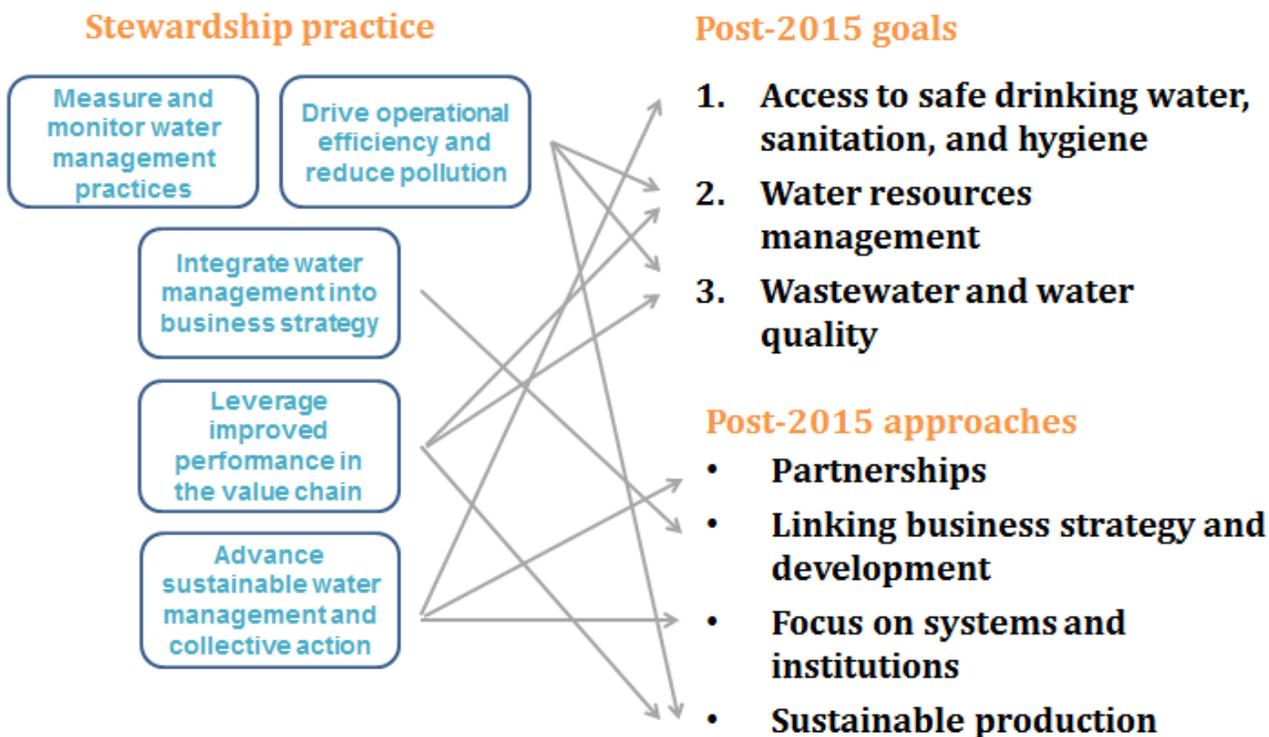
Mr. Morrison explained that over the past year, the UN Global Compact has consulted with thousands of businesses and investors to bring their perspectives and actions to the Post-2015 Agenda. This process has highlighted the need to include water and sanitation as a stand-alone goal to address “The Resource Triad”, including water and sanitation, energy and climate, and agriculture and food. It has also led to a variety of approaches and suggestions for how to engage businesses and investors toward sustainable development goals, including:

- A global corporate sustainability movement;
- Corporate commitments aligned with public policy and sustainable development goals;
- Country-level networks;
- Mechanisms that facilitate partnerships and collective action;
- Industry-sector initiatives.

Further input from both a UN report featuring the perspectives of a [high-level panel of eminent persons](#) and the [World Business Council for Sustainable Development](#) (WBCSD) indicated that while the MDG process has led to striking and unprecedented improvements in poverty reduction and sustainable development, it has also inadvertently led to many people attempting to solve inherently-connected problems in silos and a lack of emphasis on sustainable production and consumption. As such, the SDGs should seek to better harness the ingenuity and dynamism of business, guide global partnerships in support of shared value, and drive improvement of the systems and institutions that underpin the realizations of public policy goals. They stressed that water is at the core of all three dimensions of sustainable development and is closely linked to a number of key global challenges.

Lastly, Mr. Morrison showed how emerging thought on the water-related elements of the possible SDGs fit within and complement the existing corporate water stewardship paradigm put forth by the CEO Water Mandate and others. For example, he noted that driving operational efficiency and reducing pollution directly contribute to improved water resources management and wastewater quality, while collective action strategies can help promote WASH-related goals, while also improving the systems and institutions that can help unlock poverty reduction and sustainable development. Figure 4 illustrates some of these linkages.

**Figure 4: Linkages and synergies between corporate water stewardship practice and water-related elements of the Post-2015 Sustainable Development Agenda**



*Corporate water stewardship in practice: Business-led innovations that address potential sub-themes of a water Sustainable Development Goal*

Next, Thomas Lingard (Global Advocacy Director, Unilever), Kim Marotta (Director of Sustainability, MillersCoors), and Tim Brown (President and Chief Executive Officer, Nestlé Waters North America) offered their perspectives on how company-led efforts can contribute to public policy goals related to water and core business objectives at the same time. For example, Unilever’s Domestos brand has an ambition to provide 200 million people across Asia, Africa, and Latin American with access to improved sanitation by 2020. It will do so by operating “toilet academies” that train people to start their own sanitation businesses to sell and maintain toilets and establishing “clean teams” that provide and service toilets for subscription fees. One of MillerCoors’ barley farms has already saved 270 million gallons of water, reduced its energy consumption by half, and actually increased its yield. The Sustainable Agriculture Initiative at Nestlé (SAIN) aims to support farmers and sustainable development worldwide and implement responsible sourcing practices, including many related to water management. Such initiatives mitigate risk for business while promoting more economically and environmentally sustainable livelihoods for nearby communities.

These presentations revealed a number of key messages on the value of linking their core business to broader societal goals, and approaches for doing so, especially highlighting the key role people, as opposed to technology and institutions, play in driving action. As such, they highlighted the need for community investment, employee engagement, and ongoing dialogue with stakeholders as pillars of sustainable business practice. However, they also suggested that people-driven solutions also produce positive results for the business, suggesting that tying their products and operations to public policy goals imbues their organization and employees with a sense of social purpose, greater motivation, improved morale, and ultimately greater productivity and effectiveness. Lastly, speakers highlighted and reiterated the necessity of further engaging and driving action amongst the supply chain, and agricultural growers in



particular. In order to do so, companies will need to be able to demonstrate value that is compelling not only within the company, but to the growers and society more broadly.

These presentations were followed by a facilitated discussion among the group. This discussion highlighted a variety of insights into factors that ensure corporate efforts truly advance public policy goals, such as:

- Including water as a stand-alone goal in the possible SDGs would help highlight the importance of such action and drive businesses to further contribute to their realization.
- The goals themselves need to be people-centric and represent those who are not able to speak for themselves.
- The human right to water is an invaluable concept that can be used to guide and frame many corporate actions related to water.
- Many corporate efforts focus on top-down solutions; we also need bottom-up efforts that engage and inform people on-the-ground.
- In order to foster bottom-up participation and solutions, it is very important to link people to information that raises awareness and offers practical solutions that they can implement.
- We need better metrics that help measure when companies are truly contributing positively to public policy goals.

### **Part Two: How Do We Get There – The Role of Business and Corporate Water Stewardship in Supporting the Post-2015 Development Agenda**

The second half of the day focused on how companies can contribute to the Post-2015 Development Agenda in practice especially with respect to the water-related elements. It began with Gavin Power (Head, CEO Water Mandate) introducing the day's keynote speaker United Nations Deputy Secretary-General Jan Eliasson. Power praised Eliasson as a global advocate and champion of sustainable development and poverty reduction, second to none with respect to the passion and determination to address these important issues.

#### *KEYNOTE SPEECH: Water and sanitation: Good for people, good for business*

Mr. Eliasson spoke about the importance of water and sanitation to poverty reduction and sustainable development. He stressed that improved sanitation is not only essential for human dignity, but will have multiplying effects on goals related to child mortality, maternal health, education, poverty reduction, and gender equality. As such, he has initiated a [call-to-action](#), urging all segments of society to contribute to sanitation for all. Further, he noted that progress and cooperation on water resource challenges is critical to avoiding conflict and achieving peace over the long-term worldwide.

Mr. Eliasson spoke of the need to change the way we think about problem solving. Where traditionally we as a society have solved problems vertically (i.e., alone and focused only on one issue at time), we must now foster horizontal approaches that emphasize the connectivity between challenges and the opportunity for collaboration. He also asserted that in order to achieve these goals we need to garner a movement of socioeconomic change that emphasizes strong infrastructure; good education for all; and healthy, trustworthy public institutions.

After Eliasson's initial remarks, he opened the floor for further comments and questions. This conversation brought forth a number of key ideas that are critical to unlocking progress on WASH-related goals, as well as the SDGs more broadly. They included:

- In order to catalyze a wider range of organizations to action, we must better articulate how water scarcity and other water challenges threaten economic growth.
- Water is underpriced in wealthy countries and overpriced in poor countries; bringing balance and fairness to the price of water is critical in addressing these challenges.
- We must ensure that sufficient investments are made in infrastructure that helps store and convey water and provide sanitation services.



- Especially when considering water, engaging with agricultural growers to encourage and facilitate more sustainable agricultural practices is essential.

*Facilitated panel discussion on the role of business in supporting achievement of a water-related Sustainable Development Goal*

Next, a panel of speakers including Dan Bena (Head, Global Sustainable Development, PepsiCo), Barbara Frost (Chief Executive of WaterAid UK and Chair of WaterAid International), Ajit Gulabchand (Chairman and Managing Director, Hindustan Construction Company), Andrew Hudson (Head, Water Governance Programme, United Nations Development Programme), Mary Buzby (Director of Environmental Technology, Merck), and Jan Cassin (Water Initiative Director, Forest Trends) offered their perspectives on two core questions:

1. What are the opportunities and limitations relating to business support of goals?
2. What are the implementation mechanisms for getting from goals to corporate action?

With respect to the first question, the discussion suggested that a lack of corporate will often caused by an unclear business case for action, is often a key barrier to corporate action in support of water goals. However, comments also suggested a widespread belief that there is indeed a compelling case for business action and that it simply has not yet been articulated and disseminated to the broader business community. For example, panelists noted that if companies can raise people out of extreme poverty, they will also gain new, thriving, loyal consumers that can support their business. Similarly, communities that have consistent access to WASH services are healthier and more economically productive and therefore produce more valuable and reliable employees. Comments also suggested that companies can do more to foster a corporate culture of caring about water issues and sustainability more broadly, which not only catalyzes action and generates interest among consumers and prospective employees, but also spreads these principles and values to other segments of society.

With respect to the second question, panelists demonstrated that businesses have much to contribute to SDGs, including an array of technologies and resources, detailed knowledge of return-on-investment, and how to develop and sell ideas and projects. Companies also have great ability to raise awareness and educate about important sustainability issues; products themselves can be a valuable tool to bring important messaging to a wide range of diverse audiences. Companies can also develop products that themselves advance these goals, whether that be, for example, soaps and other products that promote better hygiene or beverages that require less water during the bottling process. Perhaps most essentially, companies can lead societal efforts to close the investment gap needed to achieve sustainable development objectives.

Meeting facilitator Rob Greenwood (Principal, Ross Strategic) suggested that these discussions indicated a great opportunity for businesses to be an invaluable catalyst in driving sustainable water management and the spread of WASH services, built around three core pillars: 1) a strong business case for action (e.g., in supporting thriving employee bases, improving reputation, and ensuring critical supplies, among other things), 2) the substantial resources and leverage of the private sector, and 3) the potential for collaboration and collective action that offer credibility, legitimacy, and accountability. This notion was widely affirmed by the group, which also acknowledged that business can do a better job of engaging employees and suppliers, partnering with industry sectors other than their own, and raising awareness across society.

**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.



## Endorsers Meeting at World Water Week

### Background

Following the Mandate multi-stakeholder session coinciding with World Water Week in Stockholm, the Mandate Secretariat convened an endorsers meeting to discuss and garner feedback on the day's events, as well as the initiative's major projects and workstreams. 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
- Determine the date/location/subject of the initiative's next convening

### Reflection on the Day's Session

Endorser feedback indicated that they were generally pleased with the day's session, noting a high level of energy among meeting participants and a robust, nuanced discussion. In particular, endorsers spoke of their high level of comfort with the initiative's progress-to-date and upcoming plan regarding its work on the human right to water and sanitation. However, they also suggested that the work to harmonize water-related terminology requires more work and opportunities for companies to provide their feedback.

This discussion also led to several endorsers expressing concern over plans for water performance scoring in the 2014 CDP Water Questionnaire (discussed on page 7). Some in the room felt that the plan to score companies on their water performance is premature and has the potential to actually incentivize the wrong types of action. Endorsers suggested that it may be most helpful to extend the release of this performance scoring in order to allow CDP more time to develop the methodology robustly and solicit feedback from companies, civil society, and others. In response, the Mandate Secretariat formally proposed that it send a letter to CDP noting these concerns and expressing its willingness to collaborate with CDP in 2014 to ensure that performance scoring is done effectively and appropriately. This proposal found favor among the majority of endorsing companies present in the room.

### Next Steps

The Secretariat also proposed that it draft a plan of action for the Mandate for the next 2-3 years. This activity plan is to be drafted in Q4 2013, then vetted with the Steering Committee by the Mandate Secretariat, and finally shared with the broader endorser base by the end of the year. The action plan will provide clarity on the priority areas of research and programmatic activities that the Mandate will pursue and ensure that the Secretariat proceeds in a manner that is of value to endorsers. This proposal found favor among the majority of endorsing companies in the room. Specifically, the Secretariat proposed that this plan advance the Mandate's involvement with the Post-2015 Sustainable Development Agenda and further expand the Mandate's engagements with UN Global Compact Local Networks. Both of these items found favor.

It was suggested that one of the key value propositions of the Mandate is its role in providing thought leadership on water stewardship issues. In this spirit, it recommended that the Mandate might look to pursue research and guidance on topics beyond the three workstreams it is currently pursuing, suggesting supply chain engagement as a possibility. Endorsing companies, while mindful of the need to keep Mandate work to a manageable number of workstreams, affirmed that advancing work on supply chain engagement, including the linkage with sustainable agriculture, would be of great value.

Other messages:

- The Mandate Secretariat suggested Lima, Peru in early-April as the time and location of its next multi-stakeholder working conference. This proposal carried favor with the group.
- The Secretariat alerted endorsers that two NGO special advisors to the Mandate Steering Committee are vacating their seats now that their two-year terms have ended. As such, it is hoping to garner endorser feedback on possible replacements.



## The CEO Water Mandate

- The Secretariat continues to move forward with its pro-bono collaboration with DLA Piper regarding public-private partnerships despite a slower-than-anticipated timeline.



## Appendix A: Lists of Working Conference Participants

### Stockholm World Water Week (September 4, 2013)

Affiliation	Name	Title
<b>Endorsing Companies and Prospective Endorsers</b>		
Anheuser-Busch InBev	Hugh "Bert" Share	Senior Director, Beer and Better World
AT&T	John Schulz	Director of Sustainability Operations
Bayer	Jochen Rother	Head of Environment & Sustainability
Chevron	Jonathan Lilien	Technical Water Team
Chevron	Kirsten Thorne	Manager, Environmental Strategy
Coca-Cola Company	Greg Koch	Director – Global Water Stewardship
Eskom	Nandha Govender	General Manager, Water and Environmental
GDF SUEZ	Elsa Favrot	Environmental Officer
Grundfos	Soren Nohr Bak	Director Industrial Segment
Grundfos	Anne Fjeldsted	CSR Consultant
Grundfos	Louise Koch	Programme Manager
Grundfos	Helle Nystrup	Senior Environment Engineer
Grupo Nutresa	Carlos Enrique Piedrahita Arocha	Chief Executive Officer
H&M	Sofie Nyström	Social Sustainability Coordinator
H&M	Felix Oxborn	Environment Sustainability Program Director
Heineken	Ron Bohlmeijer	Water Specialist – Supply Chain Services
IKEA	Margaretha Björkander	Project Leader
IKEA	Simon Henzell-Thomas	Group Sustainability Policy & Stakeholder Engagement Manager
Merck	Robert Drinane	Systems Manager
Nautica	Andrea Baty	Sustainability Coordinator
Nestlé	Christian Frutiger	Deputy Head, Global Public Affairs
Nestlé	Smriti Verma	Issue Management and CSV Specialist, Public Affairs
Netafim	Naty Barak	Chief Sustainability Officer
Nike	Heather Rippman	Sustainable Water Program Manager
Olam International	Chris Brown	Corporate Responsibility & Sustainability Environment Manager
PepsiCo, Inc.	Dan Bena	Senior Director
PepsiCo, Inc.	Liese Dallbauman	Senior Manager, Water Stewardship
PricewaterhouseCoopers	Natalie Allan	Senior Associate
PricewaterhouseCoopers	Lauren Koopman	Director, Sustainable Business Solutions
SABMiller	David Grant	Sustainable Development Project Manager
Sasol	Bob Kleynjan	Senior Manager: Sustainable Water
Stora Enso Oyj	Johan Holm	Vice President, Environment
<b>UN and Government Agencies</b>		
Independent Advisor	Virginia Roaf	UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation
Independent Advisor	Inga Winkler	UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation
GIZ	Nicole Kranz	Advisor International Water Policy & Infrastructure
GIZ	Robin Farrington	Senior Advisor in International Water Policy and Infrastructure



UN Development Programme	Bogachan Benli	Global Programme Manager – Every Drop Counts
UN Development Programme	Andrew Hudson	Principal Technical Advisor
UN Development Programme	Roberto La Rovere	Evaluation Specialist
UN Development Programme/Cap-Net	Nick Tandi	Water Resources Specialist
UN Education, Scientific and Cultural Organization	Richard Connor	Lead Author, United Nations World Water Development Report World Water Assessment Programme
UN-Habitat	Jose Luis Martin Bordes	Programme Officer, Global Water Operator's Partnerships Alliance
UNICEF	Cecilia Scharp	Senior Advisor Water and Environment (Water Thematic Consultation Co-Lead)
<b>Civil Society</b>		
Building Partnerships for Development in Water and Sanitation	Ken Caplan	Director
Carbon Disclosure Project	Cate Lamb	Head of Water
Circle of Blue	Carl Ganter	Co-founder and Director
Forest Trends	Jan Cassin	Water Initiative Director
Oxfam America	Suzanne Zweben	Senior Advisor, Private Sector Department
Shift	Rachel Davis	Managing Director
The Nature Conservancy	Lisa Wojnarowski Downes	North America Coordinator, Alliance for Water Stewardship
The Nature Conservancy	Brian Richter	Co-Leader Global Freshwater Team
WaterAid	Annie Bonner	Manager – Corporate Relations
WaterAid	Cecilia Chatterjee-Martinsen	Chair
WaterAid	Dave Hillyard	Head of Major Partnerships
WaterAid	Kate Holme	Corporate Partnerships Team Leader
WaterAid	Scott McCready	Senior Business Development Manager
Water Integrity Network	Teun Bastemeijer	Director
World Resources Institute	Paul Reig	Associate, Markets and Enterprise Program
World Resources Institute	Tien Shiao	Senior Associate, Markets and Enterprise Program
WWF International	Jochem Verberne	Head, Corporate Relations
WWF International	Laila Petrie	Corporate Relations Manager, Sustainable Construction
WWF International	Stuart Orr	Head, Water Stewardship
WWF - United Kingdom	Claire Bramley	Water Stewardship Manager
WWF – United Kingdom	Conor Linsted	Freshwater Specialist
<b>Other</b>		
Aalto University	Suvi Sojamo	PhD Researcher – Water & Development Research Group
Alliance for Water Stewardship	Alexis Morgan	Water Roundtable Coordinator
Alliance for Water Stewardship	Adrian Sym	Executive Director
Blue Planet Network	Lisa Nash	Chief Executive Officer
CINCS, LLC	Olivia Fussell	Founder and Managing Director



Deloitte Consulting	William Sarni	Director and Practice Leader, Enterprise Water Strategy
Environmental Defense Fund	Brendan FitzSimons	Project Manager
European Water Partnership	Sabine Von-Wiren-Lehr	Water Stewardship Program Coordinator
Global Reporting Initiative	Bastian Buck	Technical Development Coordinator
Global Reporting Initiative	Laura Espinach	Framework Coordinator
Limno Tech	Wendy Larson	Associate Vice President, Water Sustainability
Pegasys Strategy and Development	Guy Pegram	Strategy and Development Managing Director
South African Human Rights Commission	Karam Singh	Head of Research
The Gold Standard Foundation Standard	Brendan Smith	Water Programme Manager
VOX Global	Jen Anderson	Account Supervisor
Water Footprint Network	Xander de Bruine	Knowledge Exchange and Engagement Officer
Water Footprint Network	Ruth Mathews	Executive Director
Water Stewardship Australia	Michael Spencer	Co-Director
World Business Council for Sustainable Development	Tatiana Fedotova	Program Manager
<b>Event Organizers</b>		
Pacific Institute	Mai-Lan Ha	Research Associate
Pacific Institute	Jason Morrison	Program Director
Pacific Institute	Peter Schulte	Research Associate
Ross Strategic	Rob Greenwood	Principal
UN Global Compact	Gavin Power	Deputy Director

## UN Global Compact Leaders Summit (September 19, 2013)

Affiliation	Name	Title
<b>Endorsing Companies and Prospective Endorsers</b>		
ACCIONA E.S.	José Manuel Entrecanales	President
ACCIONA S.A.	Carmen Becerril	Chief International Officer
ACCIONA S.A.	J. R. Silva	Executive Director of Sustainability
Anheuser-Busch InBev	Ezgi Barcenas	Manager, Beer and Better World
Anheuser-Busch InBev	Carol Clark	Global Vice President, Beer and Better World
Asia Pulp and Paper Indonesia	Dewi Bramono	Deputy Director of Sustainability & Stakeholder Engagement
BASF – The Chemical Company	Tanja Castor	Corporate Sustainability Relations
Bayer	Wolfgang Grosse Entrup	Senior Vice President; Head of Corporate Center "Environment & Sustainability"
Calvert Investments	Bennett Freeman	Senior Vice President, Sustainability Research and Policy
Calvert Investments	Ellen Kennedy	Manager, Environment, Water and Climate Change
CINCS, LLC	Olivia Fussell	Founder and Managing Director
Diageo	Roberta Barbieri	Global Environmental Project Director
Diageo	Anne McCormick	Corporate Relations Director



Green Mountain Coffee Roasters	Karen Yocos	Director of Corporate Philanthropy
H&M	Felix Oxborn	Environment Sustainability Program Director
Hindustan Construction Company	Ajit Gulabchand	Chairman and Managing Director
HSBC Private Banking	Richard Zimmerman	Senior Vice President
Merck	Mary Buzby	Director of Environmental Technology
MillerCoors	Kim Marotta	Director of Sustainability
Molson Coors	Michael Glade	Director, Water Resources and Real Estate
Nautica	Andrea Baty	Sustainability Coordinator
Nestlé	Duncan Pollard	AVP, Stakeholders Engagement in Sustainability
Nestlé Waters North America	Tim Brown	President and Chief Executive Officer
Nestlé Waters North America	Heidi Paul	Vice President, Corporate Affairs
Netafim	Naty Barak	Chief Sustainability Officer
PepsiCo, Inc.	Dan Bena	Head, Global Sustainable Development
PepsiCo, Inc.	Liese Dallbauman	Senior Manager, Water Stewardship
PricewaterhouseCoopers	Natalie Allan	Manager
PricewaterhouseCoopers	Lauren Koopman	Director, Sustainable Business Solutions
Royal DSM	Fokko Wientjes	Global Director Corporate Sustainability
SABMiller plc	David Norman	Senior Manager, Sustainable Development Policy
SABMiller plc	Andy Wales	Senior VP for Sustainable Development
The Dow Chemical Company	Peter Gudritz	Northeast Government Affairs & Community Engagement
Unilever	Thomas Lingard	Global Advocacy Director
Unilever	Rebecca Marmot	Global External Affairs Director
Veolia Water North America	Edwin Pinero	Chief Sustainability Officer
<b>UN and Government Agencies</b>		
PRME Secretariat UN Global Compact	Satoshi Miura	Resident Researcher
Sanitation and Water for All	Cindy Kushner	Secretariat Coordinator
UNICEF	Jose Gesti Canuto	Water and Environment Specialist
UNICEF	Cecilia Scharp	Senior Advisor Water and Environment (Water Thematic Consultation Co-Lead)
United Nations	Rebecca Affolder	Global Health Advisor, Office of the UN Secretary-General
United Nations	Jan Eliasson	Deputy Secretary-General
United Nations Development Programme	Andrew Hudson	Head, Water Governance Programme
United Nations Economic Commission for Europe	Francesca Bernardini	Water Convention Secretariat
United Nations Foundation	Serge Martin	Special Advisor, Sustainable Energy for All
UN Secretary-General's Advisory Board on Water and Sanitation	Leanne Burney	Expert in Strategies on Water and Sanitation
U.S. Department of State	Gretchen Phillips	Senior Advisor, Office of the Secretary of State
U.S. Environmental Protection Agency	Ron Hoffer	Senior Advisor – Sustainability and Innovation, Water Policy Staff



<b>Civil Society</b>		
Forest Trends	Jan Cassin	Water Initiative Director
Missionary Oblates of Mary Immaculate	Christina Herman	Associate Director in the Justice, Peace/Integrity of Creation Office
Oxfam America	Jonathan Jacoby	Policy and Campaigns Manager, Private Sector Department
Rainforest Alliance	Meriwether Hardie	Special Projects Associate
Safe Water Network	Amanda Gimble	Senior Vice President, Strategic Initiatives
Stockholm International Water Institute	Sofie Widforss	Programme Manager, International Processes
The Nature Conservancy	Sarah Davidson	International Water Policy Advisor
WASH Advocates	John Oldfield	Chief Executive Officer
WaterAid	Margaret Batty	Policy and Campaign Director
WaterAid	Barbara Frost	Chief Executive
WaterAid	Tom Slaymaker	Senior Policy Analyst (Governance) and Deputy Head of Policy
WaterAid America	Annie Bonner	Manager – Corporate Relations
WaterAid America	David Winder	Chief Executive Officer
World Resources Institute	Charles Iceland	Senior Associate, Markets & Enterprise Program
World Resources Institute	Betsy Otto	Director, Aqueduct
World Resources Institute	Paul Reig	Associate, Markets and Enterprise Program
World Resources Institute	Tien Shiao	Senior Associate, Markets and Enterprise Program
WWF–US	Karin Krchnak	Director, Freshwater
<b>Other</b>		
11th Avenue Strategies	Jonathan Kaledin	Principal
AECOM	Robin McKenna	Chief Executive Americas
AquaFed – The International Federation of Private Water Operators	Jack Moss	Senior Water Advisor
Business for Social Responsibility	John Hodges	Director, Financial Services
Carbon Disclosure Project	Tom Carnac	Head of Carbon Disclosure Project North America
Carbon Disclosure Project	Paul Simpson	Chief Executive Officer
Columbia University	Upmanu Lall	Director, Columbia Water Center
Deloitte Consulting	William Sarni	Director and Practice Leader, Enterprise Water Strategy
Global Environment & Technology Foundation	Chuck Chaitovitz	Principal
Global Environmental Management Initiative	Amy Goldman	Director
Global Philanthropy Group	Sarah Simmer	Director
Global Reporting Initiative	Marjella Alma	Senior Manager
Harvard Kennedy School	Mark Williams	Fellow, Carr Center for Human Rights
Hess Corporation	Jacob Kislevitz	Senior Specialist, Environmental, Health, and Safety & Social Responsibility
Interfaith Center on Corporate Responsibility	Nadira Nadine	Program Director, Strategic Initiatives
Irbaris	Will Lynn	Senior Consultant
Ketchum Public Relations	John Paluszek	Senior Counsel



The Partnerships Advisory	Claire Brown Lyons	Chief Catalyst & Chief Executive Officer
U.S. Chamber of Commerce Foundation	Jennifer Gerholdt	Director, Environment Program, Business Civic Leadership Center
<b>Event Organizers</b>		
Pacific Institute	Jason Morrison	Program Director
Pacific Institute	Peter Schulte	Research Associate
Ross Strategic	Rob Greenwood	Principal
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). **Given the open nature of the event, Chatham House Rule was not followed for the Mandate session at the UN Global Compact Leaders Summit in New York City.**
- *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.