



United Nations Global Compact



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*Research for People and the Planet*

## **CEO Water Mandate Inaugural Working Conference**

March 5-6, 2008

UN Headquarters, New York City

### **MEETING SUMMARY**

#### **Overview**

Recognizing the urgency with respect to addressing the emerging global water crisis, the UN Secretary-General, in partnership with a number of international business leaders, launched in July 2007 a new initiative – The CEO Water Mandate – under the auspices of the UN Global Compact. The initiative was developed with the understanding that the private sector, through the production of goods and services, impacts water resources – both directly and through supply chains. Endorsing CEOs acknowledge that in order to operate in a sustainable manner, and contribute to the vision of the UN Global Compact and the realization of the Millennium Development Goals, they have a responsibility to make water-resources management a priority, and to work with governments, UN agencies, non-governmental organizations, and other stakeholders to address this challenge.

The United Nations Global Compact Office, in collaboration with the Pacific Institute, convened the inaugural working conference of The CEO Water Mandate on March 5-6, 2008. Held at UN Headquarters in New York City, the overarching goal of the conference was to explore how to utilize the unique platform offered by The CEO Water Mandate in order to deliver actionable value through joint learning and coordination among endorsing companies and other key strategic interests. The conference brought together senior representatives from Mandate endorsing companies, UN agencies, civil society groups, and other organizations.<sup>1</sup>

The first day of the conference was structured as a multi-stakeholder forum where endorsers shared their experience with Mandate implementation and participants exchanged ideas about opportunities and challenges for the Mandate, as well as key success factors for the initiative moving forward. The second day was an endorser meeting to discuss Day 1 feedback and

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<sup>1</sup> For the list of conference participants, see Appendix A.

outcomes and to reach consensus on general operational and procedural aspects of The CEO Water Mandate in 2008 and beyond.<sup>2</sup>

## Meeting Summary

### Day One

#### Objectives

- Share strategic business approaches and emerging practices related to the water sustainability challenge
- Scope the state-of-play regarding sustainable water management vis-à-vis the six Mandate elements
- Identify key issues that must be addressed if The CEO Water Mandate is to successfully achieve its goals
- Integrate and collaborate among the various global freshwater initiatives currently underway
- Create networking opportunities, immediate and long term, for participants

Fifty participants representing 15 endorsing companies, three prospective endorsers, five UN agencies, and ten civil society organizations attended the meeting.

In order to lay groundwork for the discussion, an overview of the UN Global Compact and CEO Water Mandate was presented by Georg Kell (Executive Director, UN Global Compact) and Gavin Power (Head, CEO Water Mandate), followed by a presentation by Jason Morrison (Globalization Program Director, Pacific Institute) that focused on global freshwater trends and emerging practice relating to sustainable water management in the private sector.

#### Key points from Messrs. Kell and Power

- The UN Global Compact provides a platform for companies to work with UN agencies, civil society organizations, and others on practical solutions related to the initiative's ten principles (in the areas of human rights, labor, environment, and anti-corruption).
- The UN Global Compact advances "demand-driven" issues that participating companies and stakeholders regard as material, or important emerging issues.
- Water sustainability and stewardship is one such issue, with respect to access to both clean water and sanitation.
- The CEO Water Mandate was developed with the recognition that more comprehensive water policies are needed by the private sector, and that such policies should leverage cross-sectoral expertise and learning, as well as involve civil society,

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<sup>2</sup> For March 5-6 meeting agendas, see Appendix B.

UN agencies, and other societal actors. The emerging global water crisis demands collective action.

- The CEO Water Mandate represents both a call-to-action and a strategic management framework. It stretches conventional practices and thinking by including a range of dimensions for companies to act on and “grow” into over time, including: direct operations; supply chain and watershed management; collective action; public policy; community engagement; and transparency.
- The CEO Water Mandate has a three-fold purpose: i) to provide a learning and dialogue platform for best and emerging practices; ii) to facilitate and catalyze partnerships (e.g., business-to-business; business-to-civil society; business-to-UN; and business-to-government); and iii) to find synergies with existing and emerging water initiatives.
- The objective of this first working conference is to share emerging practices; to provide endorers with an opportunity to learn from non-business organizations (e.g., civil society, UN agencies) and explore related partnership opportunities; and to explore synergies with existing business-oriented initiatives (e.g., World Economic Forum, World Business Council on Sustainable Development, World Economic Forum).

#### Key points from Mr. Morrison: freshwater trends and emerging practices

- Water scarcity and water quality challenges will present increasingly significant risks to business operations as well as opportunities globally in the years ahead.
- The driving forces include population and income growth, urbanization, agriculture, climate change, aging infrastructure, depletion of groundwater resources, and advances in water processing technologies.
- In particular, the changing global “waterscape” consists of:
  - “The squeeze” – a growing population and increases in agricultural and industrial water demand constrained by a static and in some places declining water supply
  - Developing countries facing infrastructure deficits, while industrialized countries presented with aging infrastructure challenges
  - Changing water resource economics and valuations of water (e.g., water as both a “public” and “economic” good; full-cost pricing, subsidy elimination)
  - Emerging role of the public in water policy
  - Environmental impacts and climate change
- Water management will be an increasingly important function for a widening range of businesses; water will be a driving force for competitive advantage among companies and nations. Leading companies are beginning to respond to water risk by:
  - Establishing a water strategy, which includes setting policy and corollary goals/targets
  - Engaging/consulting key stakeholders
- In general, anticipatory corporate water strategies will include:
  - **Innovating** to significantly increase process and product efficiencies
  - **Investing** in the restoration of ecological systems that affect water flows

- **Engaging** in collaborative strategies and partnerships for maintaining water resources over time

Prior to the first plenary panel, the meeting facilitator, Bennett Brooks of CONCUR Inc., reviewed and confirmed the proposed meeting agenda and ground rules.<sup>3</sup>

#### Plenary sessions and discussions

There were three plenary panels and subsequent facilitated discussion sessions.

In the first session, a number of endorsing companies shared the reasons why they became involved in the initiative. Presentations by three companies and subsequent discussion and feedback from participants illustrated the various paths and drivers that have led endorsers to the Mandate. Conversely, the discussion also revealed several shared reasons as to why endorsers were drawn to the initiative, including:

- recognition of water as one of the most important, long-term business issues (along with climate change);
- opportunity to better manage water-related business risks;
- benefits of establishing an active leadership role in water issues;
- opportunity for prospective partnerships with other companies, as well as UN agencies and civil society groups interested in multi-stakeholder initiatives that address global freshwater challenges;
- improved awareness and driver for culture change within the company;
- sharing of experience and learning regarding emerging trends;
- logical extension of existing corporate environmental/CSR policy/activities.

In the second session, a panel of four water experts representing UN agencies and civil society organizations presented their perspectives on opportunities and challenges for the Mandate, as well as their suggestions for potential areas for collaboration. During the discussion, numerous participants affirmed the potential/need for partnerships, as well as the significant role industry can play in water issues. It was also agreed that many of the solutions relating to the global water challenge will require collective action, including involvement of companies. Common themes that emerged during the discussion included:

- Achievement of Millennium Development Goals (MDGs) as a shared goal – the need and value of approaching water issues from the perspective of water access, sanitation, and hygiene;
- Significance of water governance/public policy aspect in tackling MDGs – opportunity for Public Private Partnership, as well as challenges regarding lack of political will and/or burden of government bureaucracy;
- NGOs and UN agencies’ potential role as a bridge between industry and public agencies/local governments;
- Importance of focusing on issues at the local level, and taking a participatory approach;
- Industry’s potential influence on and potential partnering with the agriculture sector, the world’s largest water user;

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<sup>3</sup> The meeting ground rules can be found in Appendix C.

- Need to pay attention to the natural environment as provider of both water resources and ecosystem services, as well as recognize water’s spiritual, cultural, and historical value;
- Importance of addressing “sustainability” of initiatives/partnerships themselves;
- Importance of transparency in building partnerships with communities, governments, and NGOs;
- Suggested areas of focus where the private sector can contribute/collaborate:
  - Raise awareness, build capacity, and provide education to customers/users/public sector;
  - Provide/share information (such as local hydrological data, water footprint data, joint research) as well as water management experience/knowledge (i.e., “business sense”) with local governments and aid agencies;
  - Develop and provide new business models/products/services that link to local consumers at bottom of the pyramid (similar to the idea of micro-credit in financial sector);
  - Use of industry’s expertise and access to media and marketing/communication.

In the third session, seven presenters from endorsing companies shared their implementation experiences with regard to a particular assigned Mandate element: Direct Operation, Transparency, Supply Chain Management, Watershed Management, Public Policy, Collective Action and Community Engagement. During the ensuing discussion, participants acknowledged the value of the learning opportunities provided by information exchange among endorsers from various industry sectors related to Mandate implementation strategies and activities. The participants also pointed out that implementation of the Mandate’s elements are not independent of each other, and that addressing them requires an integrated approach. In particular, the group identified Transparency as the Mandate element on which further implementation guidance and future collective action could focus.

Other session findings regarding implementation activities included:

- All implementation activities presented by the seven companies had a partnership component. Some companies were involved in industry-wide initiatives, while others collaborated with government, academic institutions, and/or civil society groups to implement the Mandate elements.
- Unique “local” aspects of the companies’ water management were highlighted. Examples of implementation activities shared by the companies were mostly at the local level and included many cases from small communities in developing countries. At the same time, comparing local examples demonstrated challenges of setting corporate-wide standards for implementation due to the varying hydrological, cultural, and political environment of company sites around the world.
- Companies measure and track their own progress of implementation, but there are currently no generally-used methods or indicators that can be used to benchmark against peers. Similarly, there is no generally-accepted “best practice” for implementation of the Mandate elements.

- Challenges exist in operationalizing the Mandate elements, yet there was recognition that having holistic approaches to integrate them across the entire organization is important.

The day concluded with a plenary discussion of the key success factors the group felt needed to be addressed to ensure the long-term success of the initiative. Common themes that emerged from the discussions included:

- Importance of transparency and proactively communicating outcomes and achievements (i.e., measurable improvements), both for individual endorsers, as well as The CEO Water Mandate as an initiative;
- Need for concrete strategies/measures/tools to advance transparency on water issues (e.g., guidance on water reporting);
- Importance of collective action – the goal and action of the Mandate should be bigger than individual company implementation;
- Need to address the various levels of implementation/commitment by endorsers, and how to position the initiative (i.e., learning platform/call for action vs. leadership group);
- Multi-stakeholder approach and UN interface with the Mandate as a major strength and distinction from the existing business-water initiatives;
- Need and will to tackle “tough” issues to demonstrate leadership – it could also attract more companies that have higher levels of commitment in water issues, and indirectly sort out “free riders”;
- Need to ensure industry sector and geographical diversity of endorsers;
- Importance of public policy aspect of water issues – suggesting future orientation of the initiative as a whole;
- Need to collaborate with existing initiatives to avoid redundancy and improve efficiency for endorsers. There was a specific call to continue with the effort to “map” the Mandate’s fit/niche relative to other initiatives;
- Need for immediate/short-term actions that will demonstrate the commitment/leadership role of the Water Mandate (e.g., submitting a group letter urging G8 countries to live up to their MDG commitments was suggested). It was thought that a few early demonstrable successes could help recruit more companies to the Mandate.
- Mandate’s comprehensiveness as a unique strength;
- Success equals endorsement/respect/engagement of tougher NGO critics;
- Mandate needs to be careful with its communications/language so as not to overstate its core characteristics, objectives, and/or accomplishments.

## **Day 2 – Shaping the Course Forward**

The second day of the conference was an endorser meeting, designed primarily to reach agreement on procedural and operational aspects of the Mandate. The first half of the meeting was dedicated to reaching consensus on the future function/direction of the initiative. The discussion was based on two preliminary research papers prepared in advance of the meeting (i.e., endorser survey and initiative mapping paper), as well as Day 1 discussions and external

stakeholder feedback. A core principle agreed to at the outset was that The CEO Water Mandate was an initiative that presently includes (and should continue to target) both “leaders” and “learners.” It was understood that the implication of this Mandate “duality” was the need to demonstrate leadership by improving companies’ own performance and by collective achievement rather than branding around the initiative itself.

Two main areas of activity were then identified as priorities for moving forward:

1) *Convene multi-stakeholder forums on challenging and timely water issues*

The participants decided to focus the first forum on the appropriate role of business in water-related public policy. Tentatively scheduled for early Fall 2008, the forum will help endorsers and other stakeholders learn from others’ perspectives and identify shared problems and possible areas of focus for collective action. Specific potential discussion topics include how (and on what) endorsers can collectively engage in public policy, how to advance MDGs through new business models targeting the extreme poor, and water as a human right (a specially-prepared paper, “The Human Right to Water and the CEO Water Mandate,” developed by the UN Office of the High Commissioner for Human Rights, was distributed). Subsequent to Fall 2008 and future forums, Mandate endorsers will consider whether/how to undertake collective actions (amongst themselves or in conjunction with other stakeholders) to implement consensus-based outcomes.

2) *Develop guidance that advances implementation of the transparency element of the Mandate*

The group agreed that the issue of transparency (and its link to accountability) is one of the most important success factors for the initiative, and thus was given the highest priority for action. By developing a framework for reporting that is modeled after/aligned with UN Global Compact’s Communication on Progress and other reporting initiatives such as the GRI Guideline, endorsers can communicate their water performance and management activities. This guidance will be designed to accommodate both leaders (by allowing them to demonstrate their superior performance) as well as learners (by enabling them to demonstrate their progress towards commitments), and thus was considered an optimal first step. In phase two, the group may consider introducing minimum performance requirements for participation in the Mandate.

In addition, the group agreed to explore the future development of an annual survey or report on the Mandate initiative overall, including implementation efforts/examples by endorsers. This would serve as a useful tool for exchanging best practices, raising the profile of the water issue, and enhancing the accountability and credibility of the initiative.

The second half of the meeting was dedicated to reaching consensus on operational aspects of the initiative, including governance, funding, frequency of interaction/meetings, recruitment, and immediate action items. The participants agreed on the following:

## Governance

The endorsers reviewed and agreed on a draft proposal to establish a formal Steering Committee, and agreed on its terms of reference. The following companies volunteered to serve on the Steering Committee in 2008:

- North America:<sup>4</sup> Denise Knight, The Coca-Cola Company  
Bill McNeill, Dow Chemical Company<sup>5</sup>
- Europe:<sup>6</sup> John Bee, Nestlé  
Andy Wales, SABMiller
- Middle East/Africa: Naty Barak, Netafim (pending firm becoming endorser)  
Another representative (to be filled)
- Asia/Oceania: Manuela Adl, Westpac Banking Corp.  
A.M. Senaratna, Hayleys Limited
- Latin American: To be filled (CEMEX is suggested as potential endorser)
  
- Paul Faeth, Global Water Challenge (to serve as a Special Advisor to the Steering Committee)
- Gavin Power, UN Global Compact Office (to chair the Steering Committee)

## Funding

- It was decided that endorsers could support the Mandate via annual dues or project-specific contributions or a combination of the two. All contributions will be voluntary.
- The Steering Committee will come up with suggestions for recommended contribution levels, possibly scaled according to company size.
- The CEO Water Mandate secretariat will develop a preliminary budget to help the Steering Committee estimate initial annual contribution levels.

## Recruitment

- It was agreed the current roster of endorsing companies needs to be increased to reach critical mass for the initiative (no specific number was agreed to, but a rough range of 50-100 by end of 2008 was proposed), as well as reach the desired industry sector and geographic diversity (in particular Africa, Latin America, and China).
- Recruit companies that have:
  - a track record of demonstrated leadership;
  - a commitment to transparency;
  - the potential to influence others;
  - comfort with Mandate as a place that “takes on the tough bits.”
- Aggressive recruitment efforts should be put on hold while the group focuses on operational aspects and achievable year-one goals; bringing in too many new players now will dilute/slow progress. However, some outreach efforts that had already been underway – e.g., Secretary-General at Davos – may bring new players to the Mandate.
- There was no support for putting upfront barriers to joining the Mandate. However, strong support was shown for clearly communicating to candidate endorsers the focus,

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<sup>4</sup> Michael Kobori of Levi Strauss and Dan Bena of PepsiCo volunteered to serve on the Committee in 2009.

<sup>5</sup> Subsequent to the meeting, Scott Noesen was nominated as Dow's representative on the Committee.

<sup>6</sup> Will Peskett or Roberta Barbieri of Diageo volunteered to serve on the Committee in 2009.

intention, and commitments associated with Mandate. In addition, endorsers discussed the idea of implementing in the future a delisting policy perhaps based on Communications on Progress (using the broader UNGC initiative as a model).

- A need for strategic outreach was expressed, including a suggestion to approach the trade/industry association.
- There is a need to have an “elevator statement” (i.e., brief mission statement) for informational and communication purposes.
- Steering committee will discuss the timeline and strategy at its first conference call.

#### Plans for ongoing activities and the meetings

- Two face-to-face working conferences annually (Spring and Fall) that are similar in structure to the inaugural working conference.
- The multi-stakeholder forums of these conferences should provide a space for candid dialogue with NGOs who are critical, yet constructive
- Schedule one of the yearly conferences to coincide with other larger water event, if possible, to minimize travel.
- Engage CEOs (as opposed to operational executives and managers) at UN Global Compact triennial Leaders Summits and/or Davos.

#### Next Steps and Plans for 2008

- Planned activities for 2008
  - G8 Letter (in advance of upcoming Japan meeting, urging G8 countries to live up to their MDG commitments)
  - Multi-stakeholder forum on public policy (Fall 2008)
  - Develop guidance document on transparency (reporting, communication on progress) for endorsers
  - Develop platform for sharing resources among endorsers, UN agencies, and civil society groups
  - Possible side effort on transparency that describes activities and accomplishments of the Mandate as a whole
- Steering committee will lay out concrete plans for activities listed above, and will discuss other action items on:
  - Budget/funding
  - Developing a short “elevator statement” describing the Mandate
  - Near-term recruitment strategy
  - Guidance document on reporting/communication on progress
  - Resource-sharing platform

## **Appendix A. List of Participants**

Affiliation	Name	Title
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<b>Endorsing companies and prospective endorsers</b>		
Diageo plc	Will Peskett	Head of Corporate Citizenship
Diageo plc	Roberta Barbieri	Global Environmental Project Director
Dow Chemical Company	Bill McNeill	Sustainability Group
GE Water	Jon Freeman	Government Relations Leader
GE Water	Jeff Fulgham	CMO
Hayleys Limited	A.M.Senaratna	Director
Hayleys Limited	Devinda Molligoda	Country Representative, Hayleys Advantis
Hindustan Construction Company Limited	Niyati Sareen	Deputy General Manager - CSR
Hindustan Construction Company Limited	Cyril David	Deputy Chief - Corporate Social Responsibility
Levi Strauss & Co.	Michael Kobori	Vice-President, Supply Chain Social and Environmental Sustainability
Liqum Inc.	Minna LeVine	President, CEO
Nestlé S.A.	John Bee	Director, Public Affairs
Nestlé S.A.	Heidi Paul	Vice President, Corporate Affairs
Netafim	Naty Barak	Director of Global Corporate Responsibility
PepsiCo, Inc.	Adriana Villasenor	Sustainability and Public Policy Manager
PepsiCo, Inc.	Dan Bena	Director of Sustainability, Health, Safety, and Environment
SABMiller	Andy Wales	Group Head of Sustainable Development
SUEZ Environment	Alain Mathys	Director, Water for All Programme
SunOpta Inc.	Roger Eacock	Vice President
SunOpta Inc.	Nate Morr	Vice President, SunOpta Fruit Group
SunOpta Inc.	Jim Podolske	Vice President, SunOpta Ingredients Group
The Coca-Cola Company	Denise Knight	Global Water Initiative Manager
The Coca-Cola Company	Lisa Manley	Director - Environmental Communications
Unilever	John Temple	Vitality Director, Home and Personal Care R&D
Westpac Banking Corporation	Manuela Adl	Senior Vice President & Chief Operating Officer
Siemens Water Technologies	Joe Zuback	Chief Technology Officer
<b>Affiliation</b>	<b>Name</b>	<b>Title</b>
<b>External stakeholders</b>		
Development Alternatives	Koneru Vijaya Lakshmi	Vice President, Environmental Management
Plan Malawi	Lillian Okwirry Midi	Country Director
The Nature Conservancy	Jonathan Kaledin	New York State Counsel
The Nature Conservancy	Shauna DeSantis	Senior Attorney
WaterAid America	Patricia Dandonoli	President & CEO
WaterAid America	Gregory Hodgkinson	Board, Chairman
WWF	Chris Williams	Director, Freshwater Conservation
Business for Social Responsibility	Linda Hwang	Associate, Research & Development Team
Interfaith Center on Corporate Responsibility	Leslie Lowe	Energy & Environment Program Director
Water Stewardship Initiative	Michael Spencer	Co-Director
World Economic Forum	Sarita Nayyer	Senior Director
Global Water Challenge	Paul Faeth	Executive Director
<b>UN Agencies</b>		

UN OHCHR	Ann Syauta	Human Rights Officer
UN Water	Frederik Pischke	Associate Expert for Sustainable Development
UNDP	Andrew Hudson	Principal Technical Adviser
UNDP	Arun Kashyap	Private and Partnerships Adviser
UNEP	Jim Sniffen	Information Officer
UNESCO	Christine Alfsen	Senior Programme Specialist for Sciences
UNICEF	Clarissa Brocklehurst	Chief of Water & Environmental Sanitation
<b>Conference organizers</b>		
CONCUR	Bennett Brooks	Senior Associate
Pacific Institute	Mari Morikawa	Research Associate
Pacific Institute	Jason Morrison	Globalization Program Director
UN Global Compact	Gavin Power	Head, CEO Water Mandate
UN Global Compact	Oliver Johner	Communication on Progress Analyst

## **Appendix B: CEO Water Mandate Inaugural Working Conference Agenda**

### **CEO Water Mandate Inaugural Working Conference UN Headquarters, New York City March 5, 2008**

#### **Value Proposition**

Utilize the unique platform of The CEO Water Mandate to deliver actionable value through joint learning and coordination among endorsing companies and other key strategic interests.

#### **Workshop Objectives/Outcomes:**

- Share strategic business approaches and emerging practices related to the water sustainability challenge
- Scope the state-of-play regarding sustainable water management vis-à-vis the six Mandate elements
- Identify key issues that must be addressed if The CEO Water Mandate is to successfully achieve its goals
- Integrate and collaborate among the various global freshwater initiatives currently underway
- Create networking opportunities, immediate and long term, for participants

#### **Meeting Agenda**

**8:30 AM**      **Welcome:** Opening remarks, description of the impetus of the initiative, its core characteristics, and its goals from a UNGC perspective.

- Gavin Power, Head, CEO Water Mandate

Synopsis of global freshwater trends and emerging practice relating to sustainable water management in the private sector.

- Jason Morrison, Globalization Program Director, Pacific Institute

#### **9:00 AM**      **Introductions and Event Orientation**

Overview of the working conference objectives, agenda, and ground rules, followed by a brief introductory exercise that allows people to learn who's at the conference, reasons for participants' attending, and their hopes for the event.

- Bennett Brooks, CONCUR, Inc. (meeting facilitator)

**9:30 AM Plenary Presentations: Impetus and Ambitions for The CEO Water Mandate**

An array of Mandate endorsers describe how and why they became involved in the initiative, as well as their views regarding the focus of the Mandate’s implementation moving forward.

Panel Speakers

- Manuela Adl, Senior Vice President and Chief Operating Officer New York, Westpac Banking Corporation
- Mr. A.M. Senaratne, Member, Board of Directors, Hayleys PLC
- Denise Knight, Global Water Initiative Manager, The Coca-Cola Company

**9:50 AM Question and Answer Session<sup>7</sup>**

**10:00 AM Coffee Break**

**10:30 AM Plenary Presentations: Understanding How The CEO Water Mandate Does and Can Fit into the Global Waterscape**

Panel of water experts share their perspectives on opportunities regarding implementation of The CEO Water Mandate. A Mandate endorser will also serve the on panel as “initial respondent” to offer reflections on the presentations from key water interests.

Panel Speakers

- Clarissa Brocklehurst, Chief of Water & Environmental Sanitation, UNICEF
- Arun Kashyap, Policy Advisor for Public Private Partnerships, UNDP
- Lillian Okwirry Midi, Country Director, Plan Malawi
- Chris Williams, Director, Freshwater Program, World Wildlife Fund, US
- Will Peskett, Head of Corporate Citizenship, Diageo

**11:15 AM Follow-up Plenary Discussion:** Forty-five minutes of facilitated discussion where meeting participants have an opportunity to provide input on priority issues the initiative should consider as it organizes itself. Among these would be the needs endorsing companies look to the initiative to help satisfy.

**12:00 PM Lunch**

**1:30 PM Plenary Presentations: Examining Implementation Efforts and Paths Forward**

Brief presentations by endorsing companies demonstrating implementation activities and innovations relating to a particular Mandate element. Specific questions to be addressed by panelists include:

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<sup>7</sup> Facilitator will start Q&A session by asking non-presenting endorsers whether they have perspectives or unique input not covered in the formal endorser presentations.

- What are your company's current and planned implementation activities relating to this Mandate element?
- What other innovative examples do you know of that pertain to this Mandate element?

#### Panel Speakers

- **Direct Operations** – Niyati Sareen, Deputy General Manager - CSR, Hindustan Construction Company Ltd
- **Transparency** – Andy Wales, Group Head of Sustainable Development, SABMiller
- **Supply Chain Management** – Michael Kabori, Vice-President, Supply Chain Social and Environmental Sustainability, Levi Strauss & Co
- **Watershed Management** – Alain Mathys, Director, Water for All Programme, SUEZ Environment
- **Public Policy** – John Bee, Director, Public Affairs, Nestlé S.A.
- **Collective Action** – Dan Bena, Director of Sustainability, Health, Safety, and Environment, Pepsico
- **Community Engagement** – Bill McNeill, Sustainability Group, Dow Chemical Company

Subsequent to each presentation, 5-10 minutes of Q&A and discussion of core activities participants feel should be the focus of Mandate implementation efforts moving forward.<sup>8</sup>

**3:45 PM Coffee break**

**4:15 PM Concluding Plenary Discussion:** Sixty minutes of facilitated, structured discussion where all participants have an opportunity to provide input on the key success factors that must be addressed in order to enable the long-term success of the initiative.

**5:15 PM Closing remarks:** Closing observations recapping the day's overarching themes and a description of next steps.

- Gavin Power, Head, CEO Water Mandate
- Jason Morrison, Globalization Program Director, Pacific Institute

**5:30 PM Adjourn**

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<sup>8</sup> Facilitator will start each Q&A session by asking non-presenting endorsers whether they have notable experiences/perspectives not covered in the endorser presentation.

**CEO Water Mandate Inaugural Working Conference  
March 6, 2008**

**Day Two: Plotting the Course Forward** (Endorser event)

**8:30 AM**      **Welcome, Introductions, Review/Approval of Agenda**

**8:45 AM**      **Presentation of Summary Results of Endorser Survey and Mapping Paper<sup>9</sup>**  
Jason Morrison, Pacific Institute

**9:00 AM**      **Synopsis of Day One Discussions and Stakeholder Feedback on Key Issues**  
Bennett Brooks, CONCUR, Inc.

**9:10 AM**      **Session One: Facilitated Discussion on the specific role/niche of The CEO Mandate**

Session Objective: Gain clarity (reach consensus) on the function/direction of the initiative moving forward.

**10:15 AM**      **Coffee Break**

**10:45 AM**      **Session Two: Facilitated Discussion on Key Strategic and Practical Implementation Issues**

Session Objective: Reach consensus on general operational game plan for The CEO Water Mandate in 2008 and beyond.

Subjects to be addressed include:

- Activities/focus for 2008
  - Expectations pertaining to endorser implementation of Mandate elements
  - Nature/frequency of interaction among endorsees to ensure initiative is effective and efficient
- Possible collaborative projects
- Other operational issues
- Governance of the initiative
- Funding of the initiative
- Immediate next steps/action items

**12:30 PM**      **Adjourn**

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<sup>9</sup> This presentation built on the preparatory documents circulated in advance of the meeting that provided an illustrative map of public-private freshwater initiatives and examples of possible areas of prospective interface.

## Appendix C: Meeting Ground Rules for CEO Water Mandate Inaugural Working Conference

Day One: March 5, 2008

### PROPOSED GROUND RULES

The inaugural CEO Water Mandate Conference offers a unique opportunity for endorsing companies and other key strategic interests to share approaches and emerging practices, build relationships and explore partnership opportunities, and generate enthusiasm and consider near-term strategies for this new public-private initiative.

The day-long working conference on March 5 offers a mix of panel presentations and discussion opportunities intended to foster in-depth deliberations. In that spirit, the organizing team puts forward the following streamlined ground rules to guide conference deliberations.

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

## Day Two: March 6, 2008

### PROPOSED GROUND RULES

The inaugural CEO Water Mandate Conference offers a unique opportunity for endorsing companies and other key strategic interests to share approaches and emerging practices, build relationships and explore partnership opportunities, and generate enthusiasm and consider near-term strategies for this new public-private initiative.

The March 6 session is intended to provide endorsing companies an opportunity to chart near- and mid-term goals for the CEO Water Mandate. The half-day agenda is quite ambitious, with the overarching goal of identifying a consensus approach forward. With that in mind, the organizing team puts forward the following streamlined ground rules to guide the deliberations. Some are drawn from yesterday's set of meeting protocols; others are new.

- **Active, focused participation.** Every participant is responsible for communicating his/her perspectives and interests. Voicing these perspectives is essential to enable meaningful dialogue. Participants are asked to abide by the Chatham House Rule when sharing the substance of the discussions with others.
- **Respectful interaction.** Conference participants are encouraged to respect each other's values and legitimacy of interests. As well, participants are asked to keep comments as succinct and focused as possible. Everyone will help the meeting stay on track.
- **Integration and creative thinking.** Participants will strive to be open-minded and to integrate each other's ideas, perspectives and interests. Disagreements will be regarded as problems to be solved. Participants will attempt to reframe contentious issues and offer creative solutions to enable constructive dialogue.
- **Consensus decision-making.** Participants will strive to reach consensus. "Consensus" means that participants are willing to support recommendations, even if each participant doesn't necessarily like everything about the recommendation (i.e., the "Can you live with it?" standard). If consensus is not reached, a Steering Committee consisting of a diverse set of endorsing companies will meet to develop compromise approaches for subsequent review and confirmation by the full set of endorsing companies.
- **Other.** To keep the meeting as effective as possible, we ask that you honor the following:
  - Keep cell phones off
  - Use scheduled breaks, as possible
  - Wait to be recognized before speaking
  - Avoid side-discussions

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