



DIAGEO WATER COLLECTIVE ACTION IMPLEMENTATION GUIDE

JULY 2025

Practical guide

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INTRODUCTION TO THE WATER COLLECTIVE ACTION IMPLEMENTATION GUIDE

PURPOSE AND AUDIENCE OF THIS DIAGEO WATER COLLECTIVE ACTION IMPLEMENTATION GUIDE

AUDIENCE

Sustainability Managers in Diageo markets where priority water-stressed basins are located

The Implementation Guide may also be of interest to local public officials, project developers, and partners and beneficiaries interested in developing a better understanding of Diageo's collective action approach.

PURPOSE

The guide outlines the **process behind joining existing collective action initiatives and projects** in your basin.

How will this guide support Sustainability Managers with implementing collective action:

- By providing the resources to help you understand and apply key concepts and principles of collective action;
- By providing guidance on how to prioritise existing basin initiatives, and conduct due diligence of stakeholders;
- By providing tools and templates to support you in engaging in and monitoring progress on collective action;
- By providing guidance on financial and non-financial engagement options around collective action, and;
- By helping you and your team understand the required time commitment for engaging in and implementing collective action and internal reporting.

THE BUSINESS CASE FOR COLLECTIVE ACTION: WHY SHOULD YOUR SITE INVEST IN COLLECTIVE ACTION?

- ❑ Contribute to achieving **Diageo's 2030 Preserve Water for Life** targets.
- ❑ Establish Diageo as a leader in supporting collective action approaches that effectively manage basin water challenges.
- ❑ Limit the commercial impact of poorly managed resources in the priority basins. Water-related business risks are driven by unsustainable basin conditions beyond a company's fence-line.
- ❑ Collective action ensures a **long-term sustainable approach to managing basin climate change challenges**, which meets the requirements of Diageo's Risk Management Committees in Market to develop mitigation plans addressing climate change risks.
- ❑ Water stress will put increasing pressure on companies who are major water users. Diageo's collective action efforts support the **long-term social license to operate**.
- ❑ Sites in water stressed basins will be required to certify under the **Alliance for Water Stewardship (AWS) standard**, as well as contribute towards Diageo's replenishment goals (see: the Diageo Water Replenishment Implementation Toolkit). There will be synergies between knowledge acquisition and stakeholder engagement for all elements.
- ❑ While replenishment at a site/basin drives 'net zero water impact', collective action can elevate a site/basin to 'positive water impact', essentially moving a site/basin **from no harm to positive impact**.



WATER STEWARDSHIP AT DIAGEO: PRESERVE WATER FOR LIFE TARGETS 2030

Diageo's strategy builds on the holistic, context-based approach of the past decade, recognising the multiple inter-dependencies and inter-linkages between our use of water and our impact on communities, supply chains and the environment. It's a 'grain to glass' approach which supports farmers (especially smallholders), improves water use in operations, replenishes water in water-stressed basins, provides clean water to our communities, and strongly advocates for more collective action to build a better waterworld for everyone.



WATER IN OUR SUPPLY CHAIN

- All raw material suppliers achieve Diageo Water Management Standard
- 150,000 smallholder farmers in water-stressed areas have demonstrably improved their climate change resilience
- 50% of all irrigated agric commodities in water-stressed areas have best in class water efficiency



WATER IN OUR OPERATIONS

- 30% improvement in water use efficiency globally and 40% in water-stressed areas
- All sites return discharged water safely and meet Diageo Water Management Standard
- All our sites in our Priority Water basins are certified to the Alliance for Water Stewardship Standard



WATER IN OUR COMMUNITIES

- Replenish all direct consumptive water used in water-stressed areas
- Complete 150 community water projects, including providing access to clean water, sanitation and hygiene (WASH)
- **Ensure all of our priority water basins are engaged in collective action to improve water security**
- Ensure all sites in water-stressed areas provide improved access to safe WASH for nearby communities and in smallholder raw material sourcing areas



WATER ADVOCACY

- All our water-stressed markets have water issues embedded in public policy planning
- Deliver targeted water campaigns with our employees, customers and supply chain





WATER COLLECTIVE ACTION AT DIAGEO

Diageo is extending our commitment to participate in collective action in our priority water-stressed basins by **joining existing** water stewardship initiatives, collective action efforts, and public policy initiatives in the basin, and by **supporting basin-wide, multi-stakeholder collaboration** to address the **broader systemic water risks** in these basins. Combined with our replenishment programme, this will contribute to **achieving a positive water impact**. Partnership, collective action, and collaboration is at the heart of the Diageo strategy and key to achieving our ambition to help deliver Sustainable Development Goal (SDG) 6 – Clean Water and Sanitation for All.

What has already been done ...

- Identification of priority basins (see [slide 9](#)) and
- Identification of water risks in each priority basin ([See Priority Basin Selection](#))

What Sustainability Managers need to do ...

- Prioritise engaging in existing (e.g. formally established) collective action with other stakeholders in priority basins in order to address the identified shared water challenge(s).
- This guide will take you through a step-by-step process showing you how to do this.



WHAT IS COLLECTIVE ACTION IN WATER STEWARDSHIP?

Collective action encompasses multi-stakeholder water management initiatives or projects that involve interaction with government entities, local communities, and/or civil society organisations that ultimately benefit all actors in the basin by addressing shared water challenges*.

The goal of collective action is to:

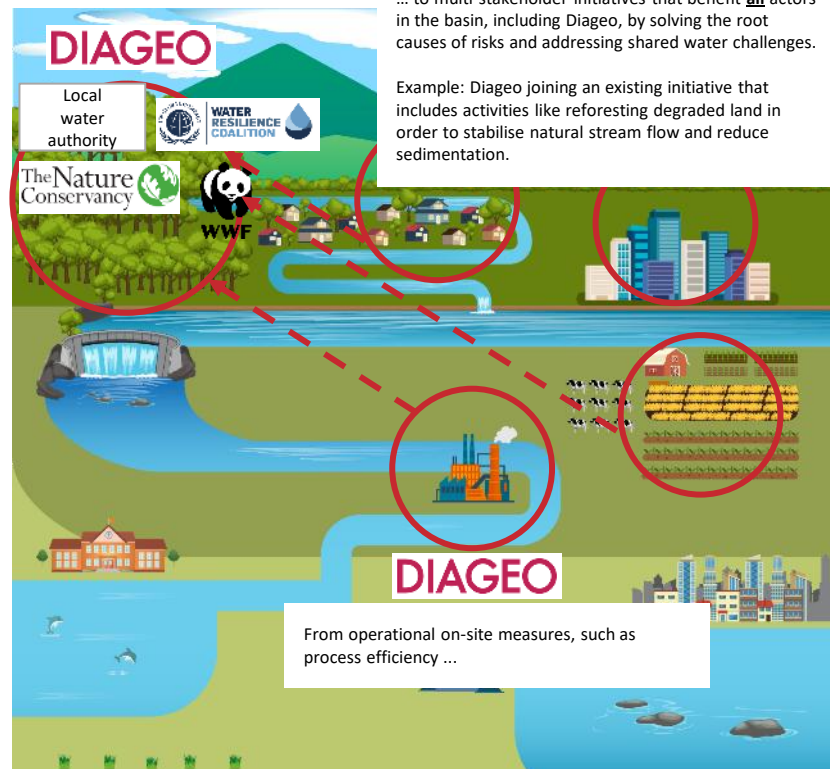
1. Advance the **sustainable and equitable management of the basin** in which companies and their suppliers operate.
2. **Scale up the benefits** of good water management initiatives.
3. Advance the **responsible internal company management** of water resources within direct operations and supply chains in line with policy imperatives.

Collective action requires a shift from on-site water management to beyond-the-fence water stewardship.

*A “**shared water challenge**” is a water-related issue, concern or threat shared **by the site and one or more stakeholders** within the basin.

... to multi-stakeholder initiatives that benefit **all** actors in the basin, including Diageo, by solving the root causes of risks and addressing shared water challenges.

Example: Diageo joining an existing initiative that includes activities like reforesting degraded land in order to stabilise natural stream flow and reduce sedimentation.

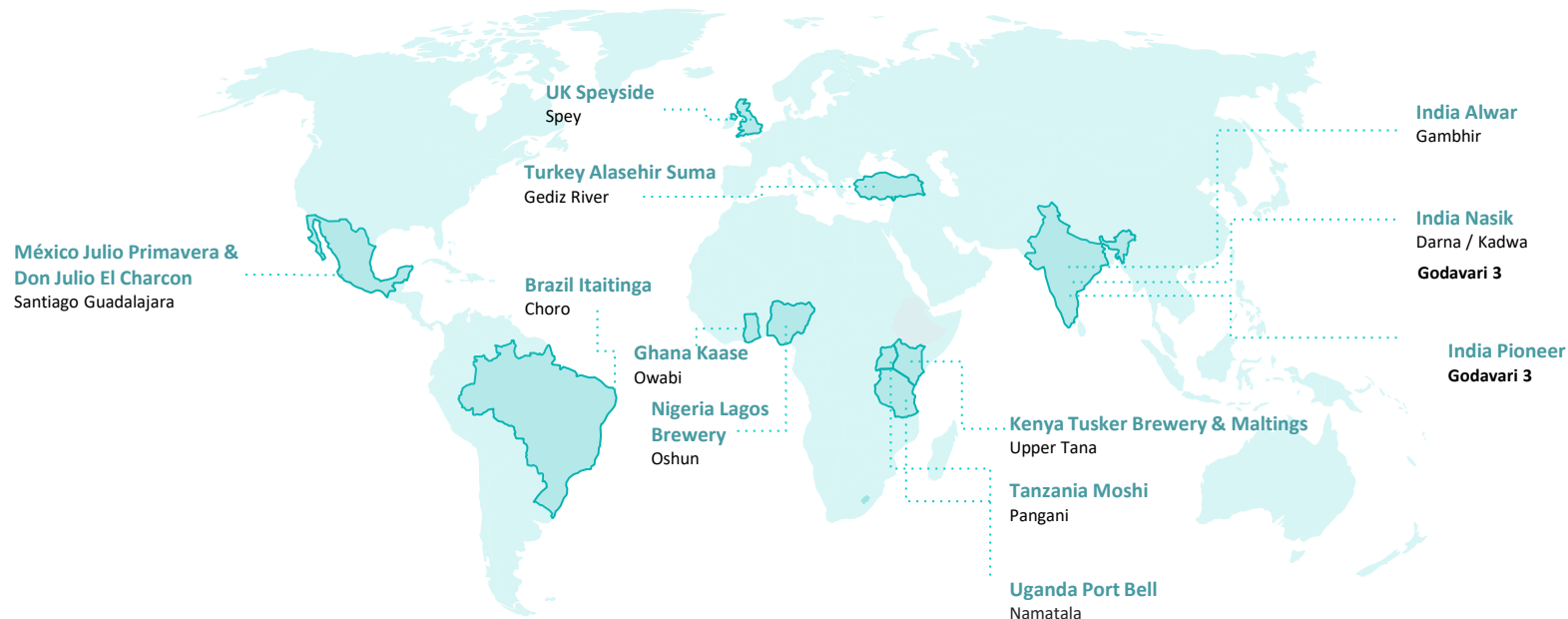


Stakeholder benefits through engagement in collective action

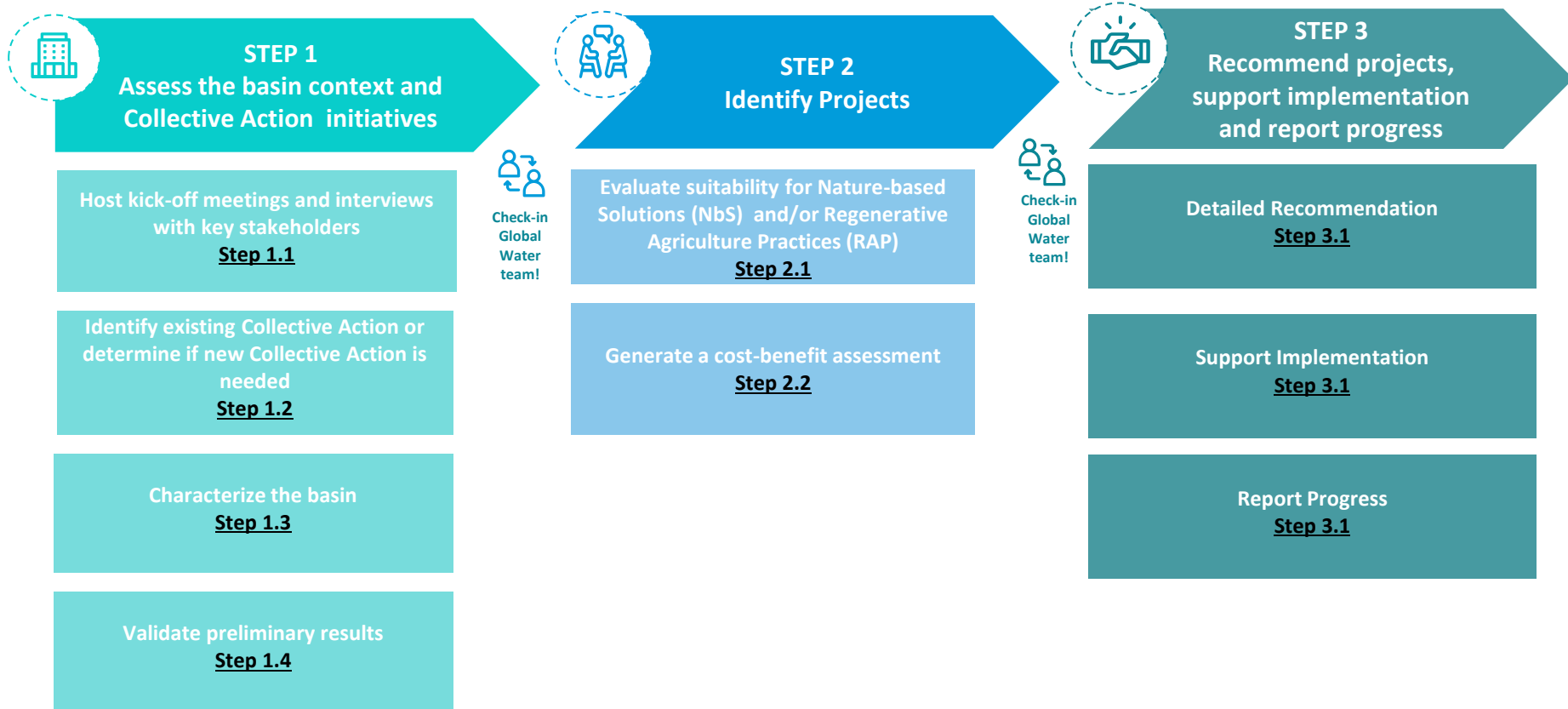
1. A strong sense of shared ownership of problems and solutions and accountability.
2. More informed decision-making by both business and non-business parties around their efforts.
3. An expanded pool of expertise and capacity to drive long-term sustainable impact in the water basin.

DIAGEO'S PRIORITY BASINS

Diageo carried out an assessment to **identify priority basins** among its operational sites. This assessment was based on a combination of (1) a **Diageo criticality assessment** (based on expert judgement and consumption volumes) and (2) **high water risks scores** (based on [WRI Aqueduct indicators](#)) for each site. In combination, these two indicators allowed the **identification of basins within Diageo-owned operations** that would **benefit the most from taking action to address identified water challenges**. The outcome of the assessment highlighted 12 priority basins where further action is required, shown in the map below (**site name**, name of minor basin). Each of the Diageo sites located in the 12 priority basins will engage in collective action.



OVERVIEW: A STEP-BY-STEP COLLECTIVE ACTION PROCESS





STEP 1: ASSESS THE BASIN CONTEXT AND COLLECTIVE ACTION INITIATIVES

Overview Step 1	Step 1.1 Host kick-of meetings and interviews with key stakeholders	Step 1.2 Identify existing Collective Action or determine if new Collective Action is needed	Step 1.3 Characterize the basin	Step 1.4 Validate of preliminary results
Activity	- Sustainability manager supports Global Environment partner to set up meetings with relevant internal teams e.g. Agric, Supply. - Global Environment partner defines water security challenges. - Global Environment partner determines project locations within the priority basin.	The Global Environment partner should: - Organize meetings with key external stakeholders e.g. Gov't Ministries, corporates involved in CA in the basin, local NGOs, etc. - Carry out a stakeholder analysis - Analyze results	The Global Environment partner should: - Develop a site selection matrix. - Develop a biophysical characterization of the determined project locations. - Provide an analysis of overlap between results from step 1.2 and 1.3.	The Global Environment partner should: - Present preliminary findings to Diageo local and global teams. - Meet with partner organizations (implementation partners and/or corporates participating in CA) for in-depth presentations.
Output/ Outcome	An understanding of the water security challenges associated with Diageo sites and insights into primary souring areas.	Clear insights into existing water projects, which stakeholders are involved, project objectives, duration, budget, etc.	Clear description of the biophysical characteristics of the project locations i.e. hydrology, topography, biodiversity and extreme events.	A final recommendation on which Collective Action opportunity to pursue.
Resources	<u>Annex 1</u> for the principles of collective action <u>Annex 2</u> for case studies - CEO Water Mandate Guide to Water Related Collective Action	- Diageo's priority basin selection analysis <u>See Priority Basin Selection</u> - See non-exhaustive list of key stakeholders engaged in Collective Action on <u>Slide 31</u> and <u>Slide 32</u>	See an example for <u>Assessing the basin context</u>	See an example for <u>Assessing the basin context</u>



STEP 2: IDENTIFY PROJECTS

Overview Step 2

Activity

Step 2.1

Evaluate suitability for Nature-based Solutions (NbS) and/or Regenerative Agriculture Practices (RAP)

- Global Environment partner reviews the Nature-based Solutions or Regenerative Agriculture Practices proposed/executed by identified existing projects.
- Evaluation is shared with Diageo global team to discuss outcomes of the assessment and discussions with project implementation partner/ lead company.

Output/ Outcome

- List of benefits that could be achieved with Diageo's additional investment into the project.

Resources

EXAMPLE - Detailed report for Collective Action process

Step 2.2

Generate a cost-benefit assessment

Global Environment partner:

- Carries out assessment to see response to Water Security Challenges (WSC) with NbS portfolio in the catchment.
- Determines the level of Collective Action that is needed to make a difference.
- Carries out high-level analysis to estimate hydrological benefits or co-benefits.

- Understanding of how well existing collective actions address Diageo's identified WSC.
- Assessed and prioritized projects to be discussed with Diageo local and global teams for further engagement.

EXAMPLE - Detailed report for Collective Action process



STEP 3: VALIDATE RECOMMENDATIONS, SUPPORT IMPLEMENTATION AND REPORT PROGRESS

Overview Step 3

Activity

Output/ Outcome

Resources

Step 3.1

Detailed Project Recommendation

Global Environment partner to:

- Consolidate information collected
- Present and validate results
- Determine a path forward in terms of Diageo's financial and non-financial engagement with the initiative/project.

- Final decision on initiative/project selection (if more than one has been prioritised).
- Agreement on Diageo's investment and engagement in the selected initiative/project.
- Clearly defined next steps, in alignment with Diageo's global water team, for the site collective action working group.

- [Slide 17](#)

Step 3.2

Support Implementation

Sustainability Manager to:

- Set up and formalize Diageo's participation in project by drafting an agreement/MoU outlining the roles of parties involved (including responsibilities, decision-making, communication, goals, scope, financing, timelines, monitoring).

- A signed agreement/MoU that acts as a reference point for the collective action plan and outline how partners will work together and evaluate the project's impact.

- [Slide 18](#)

Step 3.3

Report Progress

Sustainability Manager to:

- Get familiar with the CAP governance process and minimum expectations guidance including roles and responsibilities and reporting cadence. This can be found in the [CAP Implementation Tools](#) MS Teams folder.
- Use the toolbox as a guide to assist with successfully meeting Diageo's collective action target.

- Clarity on CAP roles and responsibilities
- Clarity on CAP management and reporting cadence
- Clarity on CAP management and reporting toolbox

- [CAP Implementation Tools](#) MS Teams folder

Step 3.1

DETAILED PROJECT RECOMMENDATION - PROJECT ENGAGEMENT OPTIONS

What do you need to do?

- Share the initiative/project and stakeholder assessment with the Diageo global water team. Discuss the outcomes of the assessment, as well as the discussions with lead initiative/project partners that you contacted.
- Determine a path forwards for your site in terms of Diageo financial and non-financial engagement with the initiative/project (consider, for example, which engagement is time- vs. cost-intensive? Which engagement has the highest-scale impact?).

FINANCIAL ENGAGEMENT

- There will be annual funding at the market level which is earmarked for collective action.
- This funding can be either **unrestricted core funding** (for a multi-dimensional initiative) or **project-specific funding** (for a specific project within the initiative or an individual project).
- The initiative/project must have undergone due diligence (Steps [2.2](#), [2.3](#)) as a requirement prior to investment in an initiative/project or organisation. This must be discussed with Diageo's global water team.

NON-FINANCIAL ENGAGEMENT

Engagement in collective action initiatives/projects should go beyond funding and monitoring, and can include the following:

Types of corporate engagement	Description	Company benefits
Advocacy	Companies making government contacts or advocating for policies or recruiting additional investments from public entities or other companies	• Management of shared water challenges/risks • Connections to local partners • Local/regional/international recognition • Volumetric water benefits, as well as potential additional impacts (e.g. number of trees planted, hectares restored, etc.)
In kind	Companies contributing hydrologic expertise, equipment, value chain access (access to farmers/suppliers), data, providing office space to convene meetings	
Champions and volunteers	Companies recruiting peers, serving on boards	
Marketing and communication	Engage consumers to promote conservation awareness; communicate in the basin about the collective action	

Step 3.2

SUPPORT IMPLEMENTATION - ESTABLISH AND FORMALISE DIAGEO'S ROLE IN THE INITIATIVE/PROJECT

What do you need to do?

- Set up and formalise Diageo's partnership with the initiative/project through drafting an MoU (or reviewing and signing an existing MOU).
- The MOU will act as a reference point for the collective action plan and outline how partners will work together and evaluate the impact of the project.

EXAMPLE ELEMENTS OF THE MOU (template may also be provided by the partner of the initiative)

Setting goals	• What objectives do you want the partnership to achieve?
Roles	• Who is involved and what are they responsible for? • How will responsibilities be agreed and tracked?
Scope	• Where will the partnership be implemented (e.g. locally, nationally)?
Financing	• How will the partnership be financed? • If necessary, what is the strategy for securing additional funding as the partnership matures? • At what frequency does funding get renewed? Annual funding? One-off? • What are the funding goals in order to scale impact?
Governance	• How will decisions be made?
Agreeing timetables	• What timetables are critical to ensuring success?
Communicating success	• How will progress be communicated to stakeholders? • How can Diageo communicate the initiative?
Monitoring and evaluation	• How will the partnership be assessed? • How is the impact of the initiative/project monitored and reported on?
Long-term planning	• Is there a plan for scaling the partnership? How long will the partnership last? • MOU/ Agreement duration (3 years recommended)

Step
3.3

REPORT PROGRESS: MONITORING AND REPORTING DIAGEO'S INVOLVEMENT IN COLLECTIVE ACTION

What do you need to do?

- Familiarise yourself with the CAP Governance Process and Minimum Expectations and the CAP Management Tool in the [CAP Implementation Tools](#)
- The CAP Governance Process and Minimum Expectations provides guidance for managing and reporting of your collective action project progress by clearly articulating the roles and responsibilities of all parties involved and includes the minimum expectations to direct, manage and implement your collective action project(s).
- The Governance Process and Minimum Expectations provides:
 - Sign-off procedures
 - Reporting cadence
 - Details of documentation and evidence required
 - Process for change management
 - Process for issue tracking and escalation
- Read through the below listed tips for managing and optimising collective action in the mid- to long-term (e.g. after the first year, once Diageo's involvement has been formalised and set-up).

TIPS FOR MANAGING AND OPTIMISING COLLECTIVE ACTION

- ☐ Ensure that the second year of the initiative/project includes an **optimisation plan** that focuses on the mid- to long-term success of the initiative regarding its impact and scale.
- ☐ Actively contribute towards **scaling** the collective action through **advocacy/investor recruitment** and **communication/marketing activities**, thereby ensuring **greater impact** over time.
- ☐ Actively contribute to/advocate for the transparent measurement of impact.
- ☐ Ensure fair and transparent reporting of impact (claims) made by all involved parties in line with fund allocation within the initiative/project

DIAGEO

**CELEBRATING LIFE,
EVERY DAY, EVERYWHERE**

LIST OF ACRONYMS

AWS	Alliance for Water Stewardship	US EPA	United States Environmental Protection Agency
IWaSP	International Water Stewardship Programme	WASH	water, sanitation and hygiene
LuWSI	Lusaka Water Security Initiative	WBCSD	World Business Council for Sustainable Development
MoU	Memorandum of Understanding	WRI	World Resources Institute
NGO	Non-Governmental Organisation	WSI	Water Stewardship Initiative
SDG	Sustainable Development Goal	WWF	World Wide Fund for Nature
TNC	The Nature Conservancy		

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ANNEX 1: PRINCIPLES FOR EFFECTIVE COLLECTIVE ACTION

Principles	What it means
Advance sustainable water management	Responsible corporate engagement in water policy must be motivated by a genuine interest in furthering efficient, equitable and ecologically sustainable water management.
Respect public and private roles	Responsible corporate engagement in water policy entails ensuring that activities do not infringe upon, but rather support, the government's mandate and responsibilities to develop and implement water policy. Acting consistently with this principle includes business commitment to work within a well-regulated (and enforced) environment.
Strive for inclusiveness and partnerships	Responsible engagement in water policy promotes inclusiveness, and equitable, genuine, and meaningful partnerships across a wide range of interests.
Be pragmatic, and consider integrated engagement	Responsible engagement in water policy proceeds in a coherent manner that recognises the interconnectedness between water and many other policy arenas. It is a proactive approach, rather than responsive to events, and is cognisant of, and sensitive to, the environmental, social, cultural and political contexts within which it takes place.
Be accountable and transparent	Companies engaged in responsible water policy are fully transparent and accountable for their role in a way that ensures alignment with sustainable water management and promotes trust among stakeholders.

Additional resources on how the principles are applied in water stewardship projects include:

- CEO Water Mandate Guide to Responsible Business Engagement with Water Policy
- Appendix E of CEO Water Mandate Guide to Water Related Collective Action

ANNEX 2: CASE STUDIES OF EFFECTIVE COLLECTIVE ACTION

Case study 1: Lusaka Water Security Initiative (LuWSI), Zambia

What are the water challenge(s)?	Lusaka's communities suffer from recurring water shortages, floods and water-borne diseases like cholera; businesses constantly suffer from issues of water shortages, which is causing some water-intensive companies to consider relocating out of the city.
What is the objective?	Improve water security for Lusaka's residents and businesses.
Who were the partners?	Multi-stakeholder partnership LuWSI pooled together resources from 16 different public sector, businesses, civil society and international actors such as GIZ, United Nations International Children's Emergency Fund (UNICEF), various government municipalities of Lusaka City Council, The Nature Conservancy, and WWF.
What were the key area of collective action?	- LuWSI collectively assesses, monitors and prioritises water security threats and solutions. - Action focuses on five areas: 1) groundwater pollution prevention through resource protection and improved sanitation; 2) sustainable groundwater exploitation; 3) sustainable water management in the Kafue River basin; 4) access to water supply and sanitation services in an expanding city; 5) school education and community awareness-raising project on important topics such as solid waste management, sanitation and appropriate health and hygiene practices.
What was the key outcome/success	A well-field protection project, a partnership that seeks to protect two of Lusaka Water and Sewerage Company's critical borehole sites from encroachment, pollution and over-extraction.
How were collective action approaches applied?	- Assessed water risks collectively with multi-stakeholders was a necessary step in partnership building. - Aligned vision of what the initiative will achieve and a clear governance structure (see point below). - Established multi-stakeholder platform with shared responsibilities where chairs of subcommittees and task teams take their role seriously and ensure that all partners understand their different roles and responsibilities.
Links	Lusaka Water Initiative IWaSP Lusaka



ANNEX 2.1: CASE STUDIES OF EFFECTIVE COLLECTIVE ACTION

Case study 2: Coca-Cola's Partnership to Improve Water Quality for the Mesoamerican Reef Catchments, Guatemala

What are the water challenge(s)?	- In the Mesoamerican Reef Catchments, sediments and effluents from human activities in the adjoining basins of the Motagua and Polochic Rivers in Guatemala were threatening the water quality throughout the basin, as well as in the reef itself. - In the valleys and flatter regions of Guatemala and Honduras, wastewater from factories, large-scale farms and communities carries harmful pollutants out towards the reef. Higher up, in the foothills and mountains, poor farming techniques increase soil erosion, burdening the waterways with excess sediment that chokes the corals and spurs harmful algae growth. - These water resources are essential to 500 communities, two hydroelectric projects, numerous agricultural irrigation systems, cattle ranching, and industries including a Coca-Cola bottler, ABASA.
What is the objective?	Harmonise development with a healthy marine ecosystem.
Who were the partners?	Coca-Cola Company, WWF International, WWF Guatemala, ABASA staff, Care International, 11 local community groups.
What was the key area of collective action?	- Provide access to available financial and technical assistance and other resources in order to develop a battery of conservation initiatives in key sub-basins. - Cervecería Hondureña is a franchised Coca-Cola bottling plant that conducted awareness-raising activities among employees about the need to reduce water consumption and become more water-efficient, in combination with investments, like replacing machinery along production lines to improve water efficiency. - Farmers were involved in adopting sustainable agricultural practices, transitioning to higher-income-generating activities, or participating in reforestation and basin protection activities.
What was the key outcome/success	- At project start, the plant's water efficiency index was 2.37, meaning it used 2.37 litres of water for every litre of finished beverage it produced. By 2012, the index had fallen to 1.93. 11 local farming communities were reached.
How were collective action approaches applied?	- Clear articulation of roles and responsibilities based on each partner's strengths: - Coca-Cola Company participates as a full partner with local and international NGOs in the planning and management of these interventions. - WWF and CARE are responsible for delivering technical assistance and other services at the local level. - Educated and ensured local communities had a stake in the collective action strategies and outcomes.
Links	Coca-Cola and WWF Annual Partnership Review



ANNEX 2.2: CASE STUDIES OF EFFECTIVE COLLECTIVE ACTION

Case study 3: Ab InBev (ambev) CYAN Movement of building local capacity for basin stewardship in the Corumba-Paranoa basin, Brazil

What are the water challenge(s)?	- The region lacked a water basin committee that could serve as a key driver of local water governance in Brazil. - Ab InBev wanted to address the social misconception that the severely degraded river basin in the community was caused by its presence. The site was also Ab InBev's primary source of water for its brewery.
What is the objective?	To bring together local communities, employees, government agencies and other stakeholders to preserve and recover springs, aquifer headwater and replenishment areas.
Who were the partners?	University of Sao Paulo, local bank, and WWF.
What was the key area of collective action?	- Partnership with the University of São Paulo to calculate 'hydrological footprints. - Sponsorship of the mega-exhibition 'Water' at the Oca Pavilion in Ibirapuera Park in São Paulo – open to the public for one year. - The CYAN Bank project, which seeks to engage consumers online to raise awareness of sound water management practices and to encourage them (through incentives such as discounts from online retailers) to lower water consumption levels.
What was the key outcome/success	- Created basin restoration plan with actions that included environmental education, ecological restoration (planting of more than 5,700 saplings), conservation practices and Payment for Environmental Services. - Improved local water management capacity (helped establish Water Catchment Committee). - Engaged more than 8,000 community and employees over three years in training and conservation.
How were collective action approaches applied?	Priority was given to building local capacity through implementing a model where decision-making centres on project partners – this allows Ab InBev to hand over the project to local partners as they transition from being a key driver to supporting partner.
Links	Water Action Hub – Cyan Movement Ambev's Cyan Movement in the Corumbá Parano basin Watershed Protection – the Cyan Movement Ab InBev case study



ANNEX 2.3: CASE STUDIES OF EFFECTIVE COLLECTIVE ACTION

Case study 4: The Nature Conservancy (TNC) Sao Paulo Water Fund

What are the water challenge(s)?	São Paulo's most important basins – the Piracicaba, Capivari, Jundiaí and Upper Tiete – have experienced severe deforestation that worsens water pollution, fills reservoirs more quickly with eroded soil, and increases the severity of floods and droughts.
What is the objective?	- Establish and implement a Public Policy Initiative for the Conservation and Recovery of Water Resources in the Strategic Projects, so that it can be replicated along the Piracicaba, Capivari and Jundiaí river basins to increase water security. - Restore 12,000 hectares of Atlantic Forest in sensitive areas by working with local communities. - Implement soil conservation practices in 4,000 hectares in sensitive agricultural areas. - Conserve 67,000 hectares of forest critical to basins' ecosystem health.
Who were the partners?	- Green-Blue Water Coalition (TNC initiative with key Brazilian companies from different sectors and civil society). Partners include: Ambev, Coca-Cola FEMSA, PepsiCo, FEMSA Foundation and Klabin. - Sao Paulo Water Fund – an initiative between the Inter-American Development Bank, FEMSA Foundation and Global Environment Facility.
What was the key area of collective action?	- Nature-based solutions: agricultural best management practices; restoring forests. - Building local capacity: mobilisation of key actors (govt + companies + farmers), strengthening of municipalities. - Financing: Sao Paulo Water Fund established by Blue-Green Coalition and supported by Sao Paulo government (via Springs Program); uses technology to map out intervention areas and incentivises local actors via Payment for Ecosystem Services.
What was the key outcome/success	- Operates on 30,000 hectares, benefiting more than 2,500 families. 14,041 hectares of priority areas conserved, restored or under better land management practices - USD 61.8 million investment in project
How were collective action approaches applied?	- Cost/budget of collective action is shared equally amongst local utility (watershed agency), TNC and private companies - Established a coalition of public-private actors (Green Blue Water Coalition) who are equally motivated to engage in collective action
Links	The São Paulo Water Fund http://cidadespelaagua.com.br/en/lp-en/



ANNEX 3: KEY RESOURCES – GUIDANCE DOCUMENTS

Resources	Description	Link
CEO Water Mandate Guide to Water Related Collective Action	- Five-step process designed to support the internal company discussion of and required analysis needed to define collective action needs and intentions in a manner that leaves the company well-prepared to initiate external-party discussions and collective action activities. The first four steps are the most relevant. - Collective action implementation step-by-step guide. Core resource.	<u>CEO Water Mandate Guide to Water Related Collective Action</u>
Alliance for Water Stewardship 2.0 Standard	- A framework that helps actors achieve a higher level of water stewardship status and promote continual improvement. - Its implementation is intended to achieve five outcomes of good water governance, sustainable water balance, water quality, WASH goals and important water-related areas. - The mapping exercises of step 1 “gather and understand” in the standard can inform the collective action implementation process.	<u>Alliance for Water Stewardship 2.0 Standard</u>
CEO Water Mandate Guide to Responsible Business Engagement with Water Policy	- Based on five principles that, when applied to water-related collective actions, will bolster the credibility and effectiveness of a company’s collective action engagements. Core resource.	<u>CEO Water Mandate Guide to Responsible Business Engagement with Water Policy</u>
International Water Stewardship Programme (IWaSP) Annual Report 2018/2019	Useful case studies of effective collective action for water stewardship.	<u>IWaSP Annual Report 2018/2019</u>

ANNEX 3.1: KEY RESOURCES – GUIDANCE DOCUMENTS

Resources	Description	Link
IWaSP Water Risk & Action Framework	- An holistic approach developed by IWaSP to tackle shared water risks in a participative manner on a basin level. It is a series of facilitated steps, skills development measures and tailored tools provided for the whole IWaSP partnership lifecycle. - Considerations in each phase of a water stewardship lifecycle (from initiation to scale).	<u>IWaSP</u>
CEO Water Mandate Guide for Managing Integrity in Water Stewardship Initiatives (WSI)	Outlines 15 WSI risks that can undermine the integrity of a water stewardship project and integrity principles that can be applied to the lifecycle of a WSI project.	<u>CEO Water Mandate Guide</u>
Deloitte Review Issue 16 (Water as a shared challenge: From societal expectations to collective action)	- Outlines the benefits of collective action. - Demonstrates how collective action can be applied to WASH projects.	<u>Deloitte Review Issue 16</u>
Coca-Cola: Partnering to Protect Our Freshwater Resources Annual Review 2013	Case studies from Coca-Cola company with its main NGO, WWF, on effective collective action in 11 key regions.	<u>Coca-Cola Annual Review</u>

ANNEX 4: ADDITIONAL TOOLS TO SUPPORT IMPLEMENTATION OF COLLECTIVE ACTION

Resources	Description	Link
Local water resources regulator or environment agency	Obtain this information through your local environmental agency website or by reaching out to a government agency	Varies by location
Joint Monitoring Program (2019)	Extensive global database for comparable estimates of WASH progress on a national, regional and global level	Joint Monitoring Program
TNC's Water Funds Toolbox (2019)	Guidance document on five-step process for developing a Water Fund (see Water Fund Field Guide), and convenor of Water Fund Network where members collaborate on projects/shared opportunities	TNC Water Funds Toolbox Water Funds Field Guide
US Environmental Protection Agency (EPA) Conducting Source Water Assessments (2018)	Guidance on how to safeguard and improve source water quality for current and future use	US EPA Conducting Source Water Assessments
WRI Aqueduct Water Risk Atlas (Version 3.0, 2019)	Map and analyse current and future water risks across locations	WRI Aqueduct Water Risk Atlas
BIER, Performance in Watershed Context (2015)	Decision support process to assist companies with making more informed water-related investments across a portfolio of operational sites	BIER, Performance in Watershed Context
CEO Water Mandate's Water Action Hub	Online platform that assists organisations with identifying potential collaborators to improve water management in regions of critical strategic interest	Water Action Hub
Diageo's Priority basin Mapping	Mapping of priority water-stressed Diageo basins	Refer to slide 5 or contact the Diageo Global Water team
TNC Guide on Water Fund	Guidance on the importance of Water Fund in Collective Action and how to establish one	TNC Water Fund

ANNEX 5: KEY STAKEHOLDERS ENGAGED IN COLLECTIVE ACTION (NON-EXHAUSTIVE)

Name of stakeholder	Type of stakeholder	Value in collective action
<u>Agua Capital</u>	Mexican Water Fund organisation comprising multi-stakeholders (civil society, foundation, private sector and academia) who drive collective action around nature-based solutions. Also a member of Latin American Alliance of Water Funds.	Projects are mostly in Mexico, but there could be leverage across Latin America through the Latin American Alliance of Water Funds.
<u>Avina Foundation</u>	Avina is a regional non-profit organisation with a mandate to support sustainable development in the Latin American region. Its regional programmes focus on two broad themes: climate change and the economy. Avina's vision for the future: by 2030 the universalisation of sustainable access to water and sanitation will have been achieved in the context of climate change.	Active in Brazil and LATAM with more than 20 years of experience in collaborative processes, including in programmes on access to water.
<u>FEMSA Foundation</u>	FEMSA works with more than 250 partners in 18 countries, with whom it seeks to identify, replicate and scale innovative solutions and approaches. The Latin American Water Fund Partnership emerged as a joint effort between the Inter-American Development Bank, FEMSA Foundation, Global Environment Facility and TNC.	Contact local chapters to identify opportunities for collaboration.
<u>UN Global Compact</u>	Platform that provides best practices, resources and platforms to help companies achieve the goals of sustainable development. Water stewardship is a key focus area for the CEO Water Mandate (a coalition of corporate companies committed to sustainable water stewardship).	Contact local chapters of UN Global Compact/CEO Water Mandate to identify opportunities for collaboration.
<u>The Nature Conservancy (TNC)</u>	International NGO working on water stewardship, which has set up several successful collective action water stewardship initiatives globally, including the Blue-Green Coalition in Brazil.	Programmes on sustainable agriculture water stewardship practices, water funds, management of natural forest resources.
<u>The Conservation Fund</u>	American NGO that has a water conservation programme focusing on wetland and basin conservation, water quality, aquaculture.	Provide expertise in and insights into stakeholder management of wetland and basin conservation type initiatives.



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ANNEX 5.1: KEY STAKEHOLDERS ENGAGED IN COLLECTIVE ACTION (NON-EXHAUSTIVE)

Name of stakeholder	Type of stakeholder	Value in collective action
Water Resilience Coalition	Multi-stakeholder platform formed by CEOs of seven major global companies and the UN Global Compact's CEO Water Mandate.	Provide guidance materials on how to set up collective action and access to companies who have pledged to work through to address basin challenges through collective action.
Water for People	International NGO focused on WASH initiatives. Active in nine countries: Bolivia, Peru, Guatemala, Honduras, Nicaragua, India, Malawi, Rwanda, Uganda.	Potential for exploring possible initiatives in the nine countries where the NGO is already operational.
Water Fund Network	Water Fund Network network of community experts working to advance source water protection.	Search Regional Water Fund Networks – the Water Funds for Africa Network formed in February 2019.
World Wildlife Fund (WWF)	International NGO that works with global leaders on collective action initiatives.	A key implementation partner of the BIER industry in its collective action programmes (e.g. Coca-Cola and AbinBev). Often has local presence on the ground, or able to establish relationships with local NGO partners.
World Business Council for Sustainable Development (WBCSD)	Multi-stakeholder platform that helps companies move from water risk assessment to the implementation of collaborative response strategies within and outside their fence. Provides useful tools such as GIS Global Water Tool which allows companies to identify corporate water risks and opportunities.	Contact local chapter of WBCSD to get an update on opportunities for collaborating on collective action initiatives.
Water Resource Group	2030 Water Resources Group creates neutral and highly structured platforms for leaders and institutions to work together towards water security and collective action.	10 multi-stakeholder platforms launched globally; 505 partners mobilised in-country from the public sector, private sector, civil society, academia, and development agencies; 53 priority areas identified across country programmes; 35 programmes with preparatory arrangements finalized; 14 programmes under implementation.
Water.org	International NGO focused on improving access to safe water and sanitation.	WASH projects have empowered more than 33 million people in 13 countries.
WaterAid	International NGO focused on WASH.	WASH projects.



ANNEX 6: SCREENING ONGOING INITIATIVES/PROJECTS IN THE BASIN CATCHMENT

- Review the [Water Action Hub](#) to gain an overview of all listed ongoing initiatives and projects in your basin.
- Reach out to relevant stakeholders in your region (e.g. country chapters of NGOs working on water stewardship, local water authorities etc. – refer to [Annex 5](#) and [5.1](#) for a non-exhaustive list of potential stakeholders to contact) to understand whether they are active in your basin, or have knowledge of possible initiatives, projects or stakeholders who are active in your basin.
- Engage with Diageo's global water team to ensure that global water partnerships are connected to local collective action, as well as peers, industry associations and other local networks.

Collective action looks different in each basin and there are numerous ways to get involved. The overall objective of screening ongoing initiatives is to identify what various basin players are already working on and assess the value of joining their efforts. This can be through either:

A collective action initiative

What is a collective action initiative?

- A group collaboration approach
- Multi-stakeholder (NGOs, private sector, governing authorities etc.)
- Multi-dimensional elements (multiple water stewardship activities addressing systemic water challenges within the basin)
- Often an independent entity to administer funds for basin activities (e.g. TNC's Water Funds)

If such initiatives exist in your basin, the priority should be to join them.

Examples: [TNC Blue-Green Water Coalition](#), [Pakistan Cotton Producers Water Stewardship Partnership](#). Refer to [Annex 2](#) for further case studies.

A collective action project

What is a collective action project?

- An individual project opportunity
- Multi-stakeholder but **not** multi-dimensional (focus is on one dimension of water stewardship)

Invest in individual projects if no collective action initiatives exist.
You can invest in more than one collective action project.

Examples: [Tanzania Multi-Sector Forum on Water Resources](#), [Southeast Asia Apparel Water Action Workshop](#).

ANNEX 7: ASSESSING AND PRIORITIZING ONGOING INITIATIVES/PROJECTS IN THE BASIN CATCHMENT (1 of 2)

What do you need to do?

- Filling out the table below for each identified initiative/project can provide a granular assessment.
- Once all the identified initiatives/projects have been assessed, consider which initiative/project has priority based on alignment with Diageo's identified shared water challenges, as well as further factors such as the current needs of the collective action and where Diageo can add value.

ALIGN ON SHARED WATER CHALLENGES

Material water risks	What is/are material water risk(s) from the Diageo site's perspective?	What is/are material water risk(s) from the surrounding community's perspective?	Which material water risk(s) does the initiative/project address?
Water scarcity (unreliable stream flow or precipitation, depleted groundwater, over-water consumption)			
Water quality deterioration			
Poor basin governance (e.g. lack of data availability, water overallocation, lack of basin management plan or water policy, etc.)			
Access to WASH			
Freshwater biodiversity decline and ecosystems' degradation (often linked to land use change)			
Flooding/extreme weather events			

ANNEX 7.1: ASSESSING AND PRIORITIZING ONGOING INITIATIVES/PROJECTS IN THE BASIN CATCHMENT (2 of 2)

What do you need to do?

- Filling out the table below for each identified initiative/project can provide a granular assessment.
- Once all the identified initiatives/projects have been assessed, consider which initiative/project has priority based on alignment with Diageo's identified shared water challenges, as well as further factors such as the current needs of the collective action and where Diageo can add value.

ADDITIONAL FACTORS TO CONSIDER

Who is the key stakeholder leading the collective action initiative/project?	
Who are the other stakeholders involved? How many?	
What are the objectives of the initiative/project?	
What are the actions/interventions of the available initiative? <i>(Review Annex 2.1 for guidance on material water risks and their links to specific interventions that the collective action initiative might have)</i>	
How advanced or mature is the initiative? <i>(E.g. for how long has the initiative been established? Is there an established governance structure? How advanced is the implementation of activities? Do activities already yield impact/benefits? If yes, which ones, e.g. number of trees planted, hectares restored, communities benefited, etc.)</i>	
What are the current needs of the initiative/project and where can Diageo add value? <i>(e.g. depending on how mature the initiative/project is, it could be in need of seed funding (investment from Diageo) or other types of support, such as advocacy, communication, mobilisation of farmers/suppliers, data sharing, etc. Refer to Step 3.1 for a list of potential engagement options)</i>	
What is the overall budget of the initiative?	

ANNEX 8: IDENTIFYING COLLECTIVE ACTION ACTIVITY TO ADDRESS CATCHMENT WATER CHALLENGES

This is a non-exhaustive list of potential water stewardship interventions that are included in collective action initiatives to help address basin water challenges. Water risks identified in Diageo's priority basin analysis have been linked to interventions that address those risks. The question of whether an intervention is eligible for measuring replenishment was also explored.

Water challenge	Water stewardship category	Water stewardship intervention	Description	Water risks* addressed through intervention <i>(identified in priority basin work)</i>	Intervention eligible for replenishment**
Water overallocation	Water availability	Agricultural water demand reduction measures	Conversion from flood to drip irrigation, variable rate irrigation, advanced irrigation scheduling, soil improvements, crop conversion and fallowing to reduce irrigation need	- Baseline water stress - Drought risk	X
Water supply unreliable		Leakage repair	Detection and repair of leaks in distribution systems or buildings		X
		Infrastructure finance, development, operation or maintenance (e.g. efficiency measures, new water supply for crop irrigation)	Reduced direct water use, pipes, canals and other infrastructure to deliver water, including reused water		X
		Rainwater harvesting	Infrastructure designed to capture and retain water during the wet season and enhance water availability		X
Water quality deterioration	Water quality	Constructed wetland treatment systems	Systems placed on agricultural landscapes and in urban areas	- Untreated connected wastewater - Coastal eutrophication potential	X
		Wastewater treatment plants	Facilities designed to remove pollutants from wastewater discharge	Untreated connected wastewater	X
		Sustainable agriculture	Conservation tillage, laser leveling, cover crops, improved agrochemical management	Coastal eutrophication potential	X
Flood damage		Stormwater management and flood control	Green infrastructure including detention ponds, bio-swales, permeable pavement, rain gardens, river bank restoration and other measures that reduce impervious area	Coastal eutrophication potential	X

ANNEX 8.1: IDENTIFYING COLLECTIVE ACTION ACTIVITY TO ADDRESS CATCHMENT WATER CHALLENGES

This is a non-exhaustive list of potential water stewardship interventions that are included in collective action initiatives to help address basin water challenges. Water risks identified in Diageo's priority basin analysis have been linked to interventions that address those risks. The question of whether an intervention is eligible for measuring replenishment was also explored.

Water challenge	Water stewardship category	Water stewardship intervention	Description	Water risks* addressed through intervention (identified in priority basin work)	Eligible for replenishment goal**
Water access	WASH	Community level access to WASH	Well construction or rehabilitation, water distribution, water treatment, rainwater harvesting.	- Unimproved/no drinking water - Unimproved/no sanitation	X
Ecosystem degradation	Ecosystem restoration	Wetlands protection	Prevention of draining or alteration.	- Baseline water stress - Drought risk - Coastal eutrophication potential	X
		Wetlands restoration and creation	Rewetting of historical wetland, invasive species removal, tile drain removal, wetland creation.		X
		Land conservation (protection and preservation)	Protection of land from conversion to a more degraded use. Development and diversification of sustainable livelihoods.		X
		Land cover restoration	Restoration to improve vegetative health and cover, including reforestation (tree planting in large deforested areas and riparian buffers, thinning of monoculture forests, agroforestry, rotational grazing, prairie and other grassland restoration, invasive species removal, fencing).		X
Poor basin governance	Advocacy	Monitoring and knowledge sharing	Ensuring that all basin stakeholders have the necessary information to understand challenges and interventions.	Indirect impact on all risk categories	
		Engaging in participatory platforms	Stakeholders formally organise themselves to work collaboratively on shared challenges affecting the basin.		
		Public awareness and education	Raising awareness on critical issues such as WASH, water conservation, and habitat protection for communities living around the basin.		
	Governance	Improved water governance and policy development	Legal mechanisms to protect land from development or conversion to a more degraded use or more equitable allocation system.		(X)

ANNEX 9: INITIATING COLLECTIVE ACTION

Refer to the step below for initiating the development of a collective action project if there are no ongoing initiatives/projects in your basin. The below steps are in alignment with the [CEO Water Mandate Guide to Water-related Collective Action](#). Please refer to this document for further details.

	Step 1 Set up an internal working group. Identify and agree on basin challenges faced by your Diageo site	Step 2 Identify and characterise prospective participants	Step 3 Seek support from a suitable stakeholder to lead the development of the initiative/project	Step 4 Design Diageo's collective action engagement	Step 5 Structuring and managing collective action
Activity Resources	- Site sustainability managers set up a cross-functional internal working group. Ref: Step 1.3 of this guide - Review and agree on shared basin challenges. Ref: Step 1.2 of this guide - Agree on purpose of engagement and desired outcome of engagement	- Conduct desktop research by leveraging the tools and resources outlined in Annex 2.1 of this guide to identify potential stakeholders in your basin - Refer to the CEO Water Mandate Guide to Water-related Collective Action for a six-point analysis of how to identify and characterise interested parties	- Seek support from a suitable neutral organisation (NGOs and/or development organisations) to lead the development of collective action and manage/work with local NGOs/organisations - Conduct a due diligence on the identified organisation by completing the template in Step 2.3	- Ref: Annex 2.2 of this guide for a list of intervention activities that can address shared water challenges - Together with other key stakeholders identified in Steps 2 & 3, determine relevant collective action activities to address shared water challenges. - Determine Diageo's added value - Identify core roles and participation	Refer to CEO Water Mandate Guide to Water-related Collective Action for a list of characteristics of effective collective action. Ensure that the collective action governance structure you create fulfils these characteristics
Output/ Outcome	- Set up cross-functional working group - Purpose of engagement - Agree on shared basin challenges	List of potential stakeholders and how they could engage in collective action with Diageo	Engage with a suitable neutral organisation to lead the design and management of the collective action	- Defined collective action activities - A list of action areas and identified roles and responsibilities	Ensure that governance structure is in line with the characteristics of effective collective action



Tip: The approach outlined in this step ensures that the collective action is aligned with existing global principles, efforts and experiences around collective action for water stewardship. Note that collective action mobilisation efforts can take time, especially when engaging with local water authorities.



ANNEX 10: MONITORING COLLECTIVE ACTION

INTRODUCTION TO THE DIAGEO CAP TOOL

The objective of this tool is to assist Diageo during the implementation of the Collective Action Programme (CAP) through standardized templates to capture standardized documentation on the CA (one-time & update as needed), including to report progress, substantiate outcomes, and support audits, including minimum expectations for basin champions and all other basins, and optional items to align with ESG IMM.

More broadly, this tool assists Diageo's Collective Action Program (CAP) by clearly articulating the roles and responsibilities, including the process guide and minimum expectations, to direct, manage and implement the Diageo CAP and ultimately:

- empower Diageo to meet our water collective action target and broader water ambition;
- align with internal (e.g., audit) and external (e.g., investors, communities, NGOs, suppliers, and customers) expectations; and
- minimize risk of overclaiming or failing to meet the ambition.

This document is not intended as a stand-alone document, but rather, as a practical resource to facilitate the application of the Diageo CAP and water strategy. Practitioners across Diageo should use the information provided here only after having read and understood the Diageo water strategy and external targets.

Note: The above information is also available in the 'Introduction' tab of the tool.

CAP TOOL OVERVIEW

The tool is comprised of the below key tabs, which can be found at the bottom navigation of the tool.

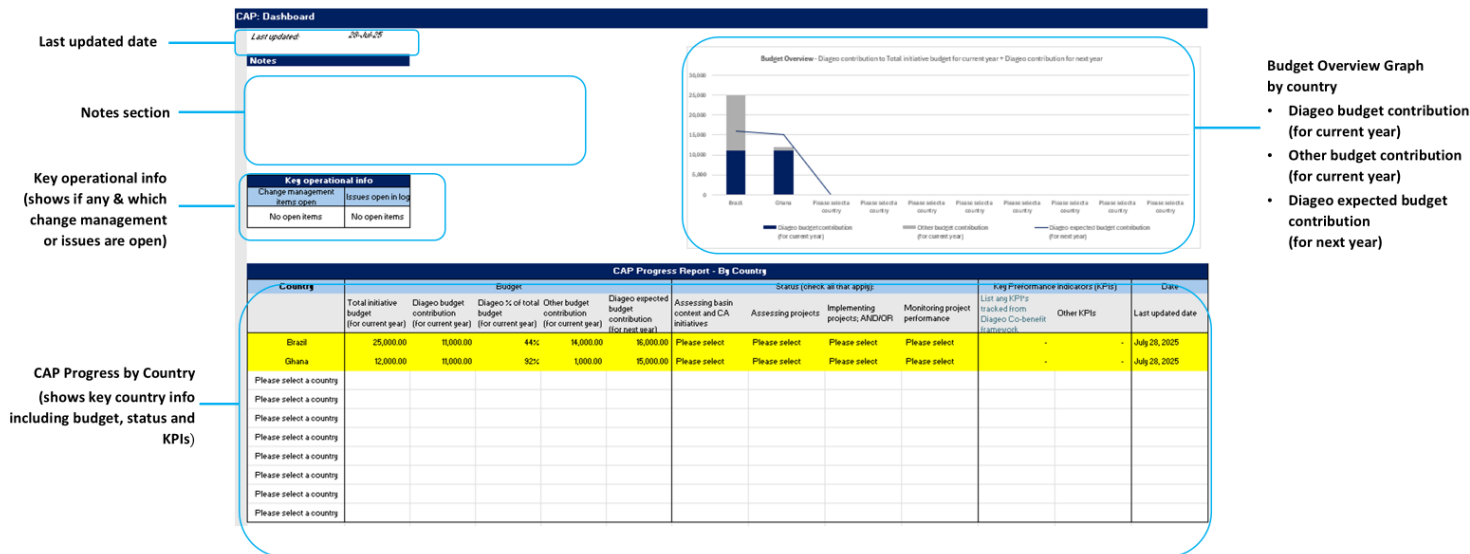
- Introduction.
- Dashboard.
- Governance.
- Individual country tabs.
- Change Management.
- Issue Log.

Further details on these and how to use each tab including the reporting frequency is in the following pages.

Note: There is a tab at the end of the tabs above, “Misc. – do not delete”, that must not be deleted or edited unless required as this impacts the autofill and updating in the tool.

DASHBOARD TAB OVERVIEW

The Dashboard tab provides an overview of the full CAP with key summary information and the progress report from each country. The only cells that require input or action are the: last updated date (top left), the 'Notes' section (top left) and to select a country from the dropdown list in the 'Country' column. All the other cells and the Budget Overview graph will autogenerate and update according to the linked cells.



Note: The yellow highlights are examples to illustrate the functionality of the Dashboard.

GOVERNANCE TAB OVERVIEW

The Governance tab provides the below key information. It is for reference only; there is no need to make any edits or enter any data.

- Information on the roles and responsibilities associated with implementing Diageo's CAP based on RASCI (Responsible, Accountable, Supportive, Consulted and Informed); and
- A calendar highlighting the overall cadence for management and reporting for all CAP initiatives.

Table with information
on roles and
responsibilities

CAP: Governance				
Roles and Responsibilities				
The following table provides an overview of the roles and responsibilities associated with implementing Diageo's CAP. Some responsibilities will vary based who is leading Diageo's participation in the collective action, but the process and minimum expectations will remain the same.				
	1. Assess basin context and CA initiatives	2. Identify projects	3. Recommend projects	4. Support implementation and report progress
(R) Responsible – who does the work?	Market – Sustainability Manager	Market – Sustainability Manager	Market – Sustainability Manager The Nature Conservancy	Market – Sustainability Manager
(A) Accountable – who approves the work?	Global – Water Team Market – CR Director	Market – CR Director	Global – Water Team Market – CR Director	Market – CR Director
(S) Supportive – who provides assistance and resources?	The Nature Conservancy	The Nature Conservancy	Global – Water Team The Nature Conservancy	The Nature Conservancy
(C) Consulted – who provides expert input?	Global – Water Team The Nature Conservancy	Global – Water Team The Nature Conservancy	Global – Water Team The Nature Conservancy	Global – Water Team
(I) Informed – who must know about it?	Market – Procurement Market – Legal	Market – Procurement Market – Legal	Market – Procurement Market – Legal	Market – Procurement

Management and Reporting Cadence

The below calendar highlights the overall cadence for management and reporting for all CAP initiatives. As needed: Issue tracking, Change management

Q1	Jul	Aug	Sep
			Status check-in meeting with partners
Q2	Oct	Nov	Dec
		CAP Progress Report CAP Narrative Report	Status check-in meeting with partners
Q3	Jan	Feb	Mar
			Status check-in meeting with partners
Q4	Apr	May	Jun
		CAP Initiative Overview (update) CAP Progress Report CAP Narrative Report Supplier Performance Monitoring (SPM) Report	Status check-in meeting with partners

Calendar highlighting cadence for
management and reporting

COUNTRY TAB OVERVIEW

There is a tab for each country. It contains key country information and information on their collective action initiative(s). There are three tables in the tab (see below) that need to be filled. More details on these in the following pages.

- Diageo-specific information.
- CAP Progress Report.
- CAP Initiative Overview.

Diageo-specific information

Brazil	
Last updated: 27-Jul-25	
Diageo-specific information	
Market	Brazil
Relevant Production Site(s)	
Contact (name and email)	
The below information should be updated twice a year, in November and May	
CAP Progress Report	
Budget	
Total initiative budget (for current year)	25,000.00
Diageo budget contribution (for current year)	15,000.00
Diageo expected budget contribution (for current year)	15,000.00
Other (check all that apply)	
Assessing risk content and/or initiative	Planned
Assessing risk	Planned
Implementing project or R&D	Planned
Measuring project performance	Planned
Key Performance Indicators (KPIs)	
Link any KPIs to value from Diageo Contribution Framework	
Link any KPIs to value from Diageo Contribution Framework	
Link any KPIs to value from Diageo Contribution Framework	
Other KPIs	
References required:	
Proof of current - copy of POC, documenting	Diageo Contribution (for year)
Signed Activity Plan, documenting	Link any KPIs to value from Diageo Contribution Framework, Other KPIs
Third party documentation of Diageo participation	e.g., media mentions, email exchanges, annual work plan etc.
The below information should be updated twice a year, in November and May	
CAP Initiative Overview	
Initiative Name	Waterhub Initiative
Waterhub Name (Hydrahub ID#)	Hydrahub
Initiative Aim / Objective	
Implementing Partner	
Funding Partner	
Other Partner	
Total initiative budget	25,000.00
Diageo Budget Contribution (expected per year)	15,000.00
Diageo's total budget contribution (for current year)	500
Other budget contribution (for current year)	10,000.00
Diageo expected budget contribution (for current year)	15,000.00
Other expected budget contribution (for current year)	5,000.00
Other expected budget contribution (for current year)	1,000.00
Other expected budget contribution (for current year)	200
Other expected budget contribution (for current year)	4,000.00
Other expected budget contribution (for current year)	1,000.00

Brazil	
Last updated: 28-Jul-25	
Diageo-specific information	
Market	Brazil
Relevant Production Site/s	
Contact (name and email)	

Last updated date needs to be updated

Enter information required

Note: The yellow highlights are examples to illustrate the functionality of the Dashboard.

COUNTRY TAB OVERVIEW – CAP PROGRESS REPORT

The CAP Progress Report includes information on the budget, status, key performance indicators (KPIs) and lists what evidence is required. All information except that on 'Status' needs to be entered manually. For 'Status', select from a drop-down list of Completed, Ongoing or Not started.

CAP Progress Report

The below information should be updated twice a year, in November and May

CAP Progress Report

Budget

Total initiative budget (for current year)	25,000.00	
Diageo budget contribution (for current year)	11,000.00	44%
Diageo expected budget contribution (for next year)	16,000.00	

Status (check all that apply):

Assessing basin context and CA initiatives	Please select
Assessing projects	Please select
Implementing projects; AND/OR	Please select
Monitoring project performance	Please select

Key Performance Indicators (KPIs)

List any KPI's tracked from Diageo Co-benefit framework
(click to see SoP Co-benefits Framework)

Other KPIs

Evidence required

Proof of payment – Copy of POs, documenting:	Diageo Contribution (per year)
Signed Activity Plans, documenting:	List any KPI's tracked from Diageo Co-benefit framework, Other KPIs
Third party documentation of Diageo participation	e.g., meeting minutes, email exchange, annual work plan, etc.

For KPIs, before listing any, first see SoP Co-benefits Framework (hyperlinked to the cell)

Brazil Last updated: 28-Jul-20

Diageo-specific information

Market: Brazil
Business Unit/Production Site:
Contact (name and email):

CAP Progress Report

The below information should be updated twice a year, in November and May

Budget

Total initiative budget (for current year)	25,000.00
Diageo budget contribution (for current year)	11,000.00 44%
Diageo expected budget contribution (for next year)	16,000.00

Status (check all that apply):

Assessing basin context and CA initiatives	Please select
Assessing projects	Please select
Implementing projects; AND/OR	Please select
Monitoring project performance	Please select

Key Performance Indicators (KPIs)

List any KPI's tracked from Diageo Co-benefit framework (click to see SoP Co-benefits Framework)

Other KPIs

Evidence required

Proof of payment – Copy of POs, documenting: Diageo Contribution (per year)

Signed Activity Plans, documenting: List any KPI's tracked from Diageo Co-benefit framework, Other KPIs

Third party documentation of Diageo participation e.g., meeting minutes, email exchange, annual work plan, etc.

CAP Initiative Overview

Initiative Name	Waterbody Name (Hydrographical)	Region	Initiative Aim/Objective	Implementing Partner
1				
2				
3				

COUNTRY TAB OVERVIEW – CAP INITIATIVE OVERVIEW

The CAP Initiative Overview includes information on the watershed, partners, budget, other Diageo input, Diageo return on investment and lists the details needed in the signed Memorandum of Understanding (MOU). All information except that on ‘Return on investment’ and ‘Signed MOU details’ needs to be entered manually. For ‘Return on investment’, select from a drop-down list of Yes or No and then explain the relevant cell and for ‘Signed MOU details’, select Yes or No.

The information should be entered once when joining initiative and updated when major change takes place.

CAP Initiative Overview

CAP Initiative Overview																	
Watershed & Initiative			Partners			Budget					Other Diageo Input	Diageo Return on Investment (check all that apply and explain)				Signed MOU Details (evidence required)	
Initiative Name	Watershed Name (Hydroshed if No.)	Region	Initiative Aim / Objective	Implementing Partner	Funding Partner	Other Partner	Total Initiative Budget	Diageo Budget Contribution (expected per year)	Diageo total budget (for current year)	Other budget contribution (for current year)	Diageo expected budget contribution (for next year)	# of meetings attended, participants in research engagement, household researches	Reduce exposure to hydrological cluster Explain risk	Reduce exposure to financial cluster Explain risk	Reduce exposure to regulatory license to operate risk	Brand value and consumer engagement	Explain
1							25,000.00	10,000.00	50%	10,000.00	15,000.00		Planned	Planned	Planned	Planned	Planned
2							5,000.00	1,000.00	20%	4,000.00	1,000.00		Planned	Planned	Planned	Planned	Planned
3													Planned	Planned	Planned	Planned	Planned

Note: The yellow highlights are examples to illustrate the functionality of the Dashboard.

CHANGE MANAGEMENT TAB OVERVIEW

The Change Management tab is where any change management items should be entered, and their progress updated as needed. Specific information is needed, which is denoted by the table headings (light blue). All the cells except for 'Market' and 'Change status' require information to be entered. As for those two, the relevant choice from a drop-down list needs to be selected. For 'Market', select the Country of the change item and for 'Change status' select from NA, In review or Approved. The Change ID for the item can be found in the first column, 'Change ID'. After entering or updating anything, the 'Last updated' date (top left) needs to be updated.

CAP: Change Management

Last updated: 28-Jul-25
Must be signed off on by Market CRD.

Change ID	Market	Requested by	Change justification	Change scope	Change impact	Date requested	Change status	Approver Name	Approval date
1	Please select a country						NA		
2	Please select a country						NA		
3	Please select a country						NA		
4	Please select a country						NA		
5	Please select a country						NA		
6	Please select a country						NA		
7	Please select a country						NA		
8	Please select a country						NA		
9	Please select a country						NA		
10	Please select a country						NA		

Change ID for
item entered

Select country
from
drop-down list

Select change status
from drop-down list
(default is NA)

ISSUE LOG TAB OVERVIEW

The Issue Log tab is where any issues should be entered, and their progress updated as needed with the final entry being the date the issue was closed. Specific information is needed, which is denoted by the table headings (light blue). All the cells except for 'Market' and 'Issue status' require information to be entered. As for those two, the relevant choice from a drop-down list needs to be selected. For 'Market', select the Country of the issue and for 'Change status' select from Open or Closed. The Issue ID for the issue can be found in the first column, 'Issue ID'. After entering or updating anything, the 'Last updated' date (top left) needs to be updated.

CAP: Issue Log

Last updated: 28-Jul-25
Must be signed off on by Market CRD.

Issue ID	Market	Issue title	Issue description	Action to close	Added by (name)	Owner (name)	Deadline (date)	Date added (date)	Issue status (open / closed)	Last reviewed (date)	Issue closed (date)
1	Please select a country								NA		
2	Please select a country								NA		
3	Please select a country								NA		
4	Please select a country								NA		
5	Please select a country								NA		
6	Please select a country								NA		
7	Please select a country								NA		
8	Please select a country								NA		
9	Please select a country								NA		
10	Please select a country								NA		

Change ID for
item entered

Select country
from
drop-down list

Select change
status from
drop-down list
(default is NA)

ACKNOWLEDGEMENTS

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