UN GLOBAL COMPACT

CEO WATER MANDATE

CEO Water Mandate Impact Report 2025

Advancing Global Corporate Water Stewardship



An initiative in partnership with: PACIFIC INSTITUTE

ABOUT THE CEO WATER MANDATE

The CEO Water Mandate is an initiative established in 2007 by the United Nations Secretary-General and the United Nations Global Compact in partnership with the Pacific Institute.

The Mandate offers a powerful forum for companies to share good practices and forge partnerships to address urgent water challenges related to scarcity, quality, governance and access to water and sanitation. It drives capacity building, recruits companies into corporate water stewardship work, accelerates action on water across UN Global Compact members, supports uptake of water goals and provides thought leadership. By connecting companies with meaningful partners at the water-climate-development nexus, the Mandate serves as a hub where key players come together to scale impact.

Companies that endorse the CEO Water Mandate agree to continuous improvement in six core areas of their water stewardship practice.

DIRECT OPERATIONS

Measure and reduce water use and wastewater discharge. Develop strategies to eliminate impacts on communities and ecosystems.

SUPPLY CHAIN AND WATERSHED MANAGEMENT

Encourage improved water management among suppliers and public water managers.

COLLECTIVE ACTION

Participate in collective efforts with civil society, intergovernmental organizations, affected communities and other businesses to advance water sustainability.

PUBLIC POLICY

Facilitate the development and implementation of sustainable, equitable and coherent water policy and regulatory frameworks.

COMMUNITY ENGAGEMENT

Improve community water efficiency, protect watersheds and increase access to water services as a way of promoting sustainable water management and reducing risks.

TRANSPARENCY

Commit to transparency and disclosure.

OUR
MISSION

To mobilize a critical mass of business leaders to address global water challenges through corporate water stewardship in partnership with the United Nations, governments, civil society organizations and other stakeholders.

STEERING
COMMITTEE

The Mandate is governed by the Steering Committee which oversees the initiative's strategic, administrative and financial arrangements.

The CEO Water Mandate Steering Committee 2025 members were:

- BHP Group Limited
- Braskem
- Colgate-Palmolive
- GSK PLC
- Lenovo Group Limited
- Orbia Advance Corp.
- United Nations Global Compact
- Woolworths Holdings Limited

> *Fresh water is fundamental to human health and the production of medicines and vaccines, yet the world's freshwater resources are increasingly under stress. By ensuring a sustainable water supply, we can continue to develop and deliver medicines and vaccines that patients rely on. Collaborating with partners, within and outside of our sector, to address shared water challenges is crucial to achieve our ambitious sustainability goals, build business resilience and positively impact nature.*
>
> **Adele Cheli**
>
> *VP Sustainability, GSK*

DEAR PARTNERS AND WATER STEWARDS,

As climate pressures and resource competition intensify, the corporate world faces an urgent reality that deepening action on water is an imperative, not a luxury. Throughout 2025, the CEO Water Mandate and its partners accelerated action by adopting leading practices and scaling solutions across the world's most water-stressed regions.

In 2025, the Mandate reached a major milestone. We grew from 400 to nearly 600 endorsing companies. This growth reflects a shared recognition across industry sectors and geographies that water resilience requires deep collaboration and collective leadership. Over the past year, we strengthened our global platform by convening leaders, policymakers and practitioners to turn high-level ambition into coordinated implementation.



We also updated our core framework from Net Positive Water Impact (NPWI) to **Positive Water Impact (PWI)**, based on lessons learned from implementation and company feedback. While maintaining rigorous scientific standards, this update creates a more flexible, accessible, and scalable pathway for companies to drive meaningful change on water.

As momentum builds toward the 2026 UN Water Conference, the CEO Water Mandate is uniquely positioned to shape the global water agenda. This year's Impact Report highlights our collective progress. As we approach 2030, the urgency grows, but so does our opportunity to accelerate impact through innovation and partnership.

Sincerely,



Jason Morrison
President, Pacific Institute and Head, CEO Water Mandate



Sanda Ojiambo
Assistant Secretary-General and CEO, UN Global Compact

2025 At a Glance

COMPANY MOMENTUM

593
CEO Water Mandate Endorsers

42
Water Resilience Coalition Members

1,079
WASH Pledge Signatories

2,214
Projects Registered in the Water Action Hub

> *Investing in water security initiatives builds both business and community resilience. Because water is local, we work on doing what matters most in the local context. Collective action is essential to scale impact and to help protect this vital resource for communities, nature and all water users.*
>
> — **James Quincey,** CEO Coca-Cola

OUTREACH AND IMPACT

Speaking Engagements:

More than 40

Media hits:

More than 3,000

Total Global Potential Reach:

More than 2 Billion

Advertising Value Equivalency:

More than $19 Million

**Data from Meltwater for the CEO Water Mandate and Water Resilience Coalition from January to December 2025.*

2025 Highlights: Elevating Water Stewardship on the Global Stage

Throughout the year, the CEO Water Mandate had a strong presence at key global convenings, including GreenBiz, the Alliance for Water Stewardship Global Water Forum, Stockholm World Water Week, London Climate Action Week and New York Climate Week.

CEO Water Mandate Annual Meeting





The CEO Water Mandate Annual Meeting and full-day event brought together members and partners during Climate Week and UNGA80 to exchange ideas, strengthen partnerships and explore new opportunities to accelerate progress on corporate water stewardship.

WRC CEO Circle Meeting



Global business leaders came together to advance a shared vision for water resilience during the Water Resilience Coalition CEO Circle at Climate Week NYC and UNGA.

Convenings During London Climate Action Week



Business leaders and water stewards gathered during London Climate Week to explore a shared priority: scaling water impact at the basin level. The discussions reinforced the power of collaboration across sectors and geographies to advance water resilience through collective action.

Strengthening Collective Water Action Across India

Jason Morrison, Head of the CEO Water Mandate, traveled across India to engage directly with local leaders, companies and partners working to advance a shared vision for stronger collective water resilience. Through a series of gatherings in Delhi, Bangalore and Mumbai, discussions focused on accelerating progress in some of India's most water-stressed regions through scalable solutions and basin-level collaboration.

The sessions highlighted growing momentum across priority basins—including the Ganga, Yamuna, Godavari, Sutlej and Bay of Bengal—and reinforced the importance of sustained partnerships, shared commitment and collective action in driving long-term water resilience.

From Net Positive Water Impact to Positive Water Impact: Expanding the Pathway to Corporate Water Action

In 2025, the CEO Water Mandate and its Water Resilience Coalition (WRC) introduced an important evolution in corporate water stewardship: the transition from Net Positive Water Impact (NPWI) to Positive Water Impact (PWI). While the underlying methodology and scientific rigor remain unchanged, this shift reflects a broader strategic evolution informed by lessons from companies, partners, and practitioners working to advance water resilience across diverse geographies and contexts.

The change represents more than a refinement in terminology. It reflects a deliberate effort to make water stewardship more accessible, practical and scalable. It intends to encourage broader participation and enable companies at all stages of their journey to take meaningful action.

Why this shift matters

PWI provides a flexible framework that supports companies at every stage of their water stewardship journey, enabling them to reduce water risks, strengthen basin health, and advance collective action.

By dropping the word “net,” PWI removes unnecessary complexity and distances the approach from carbon accounting analogies that don’t always fit water’s unique context. Instead, PWI emphasizes context-specific action, inviting participation, creativity and measurable progress towards shared water resilience. The reframing to PWI opens the scope of the framework so that an aspirational end-goal is not a barrier for companies to begin their stewardship journeys.

A Framework Designed for Scale and Flexibility

Positive Water Impact serves as a framework for companies seeking to ensure that their contributions to water resilience exceed their impacts in water-stressed regions. It addresses multiple dimensions of water stress, including water availability, water quality and access to water, sanitation and hygiene (WASH), through a combination of operational improvements, supply chain actions and basin-level collective initiatives.

Implementation follows a structured process centered on awareness, assessment, action and measurement, allowing companies to track progress and align water stewardship strategies with business objectives and local priorities.

Importantly, PWI is designed to complement and strengthen broader water stewardship efforts. The framework aligns with established approaches and supports progress towards the United Nations Sustainable Development Goal 6: ensuring availability and sustainable management of water and sanitation for all.

Advancing Business Value and Basin Resilience

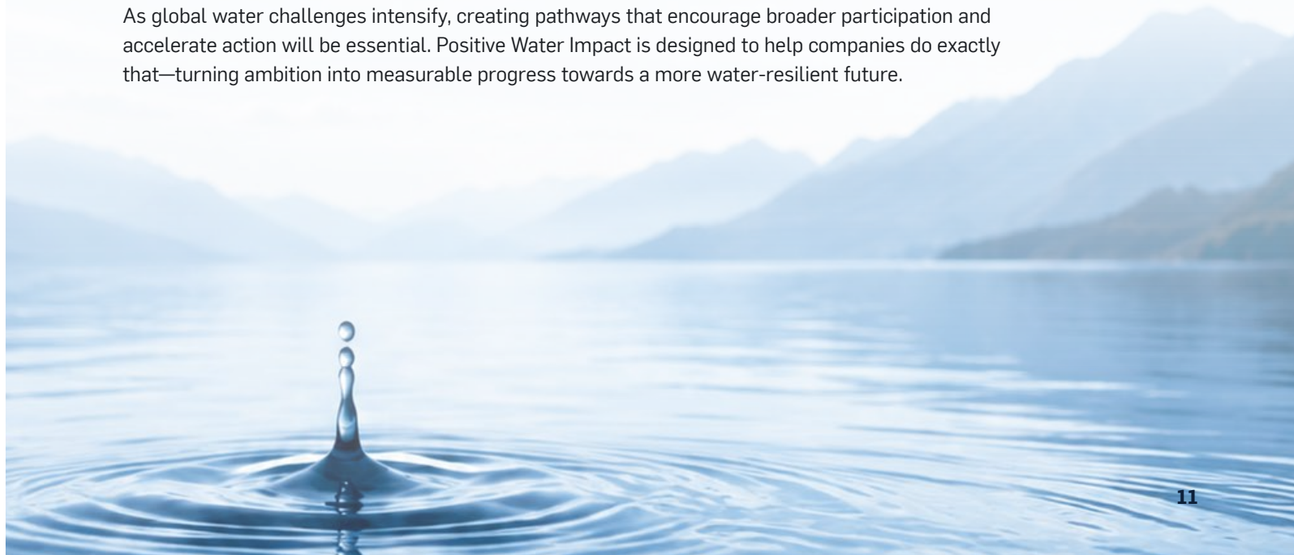
For companies, Positive Water Impact offers a practical pathway to address growing water risks while contributing to healthier and more resilient basins.

Through PWI, companies can:

- Better understand and mitigate water-related risks across operations and value chains
- Improve conditions within the basins where they operate
- Strengthen access to water, sanitation and hygiene for workers and surrounding communities
- Advance collaboration and collective action in priority geographies

The evolution from NPWI to PWI reflects a broader shift in how the CEO Water Mandate and Water Resilience Coalition view progress: not as a fixed endpoint, but as an ongoing process that enables innovation, collaboration and impact at scale.

As global water challenges intensify, creating pathways that encourage broader participation and accelerate action will be essential. Positive Water Impact is designed to help companies do exactly that—turning ambition into measurable progress towards a more water-resilient future.





Members and team

List of team members:

- Jason Morrison, USA
- Dr. Sonali Abraham, USA
- Dr. Amanda Bielawski, USA
- Dr. Gregg Brill, Canada
- Mark Cassalia, USA
- Dr. Ashok Chapagain, England
- Dr. Christine Curtis, USA
- Cheryl Hicks, Switzerland
- Ian Hoyt, USA
- Katherine Isaf, USA
- Samantha Morales, USA
- Hellen Mwarasomba, Kenya
- Raquel Ortuno, Ecuador
- Todd Player, USA
- André Villaça Ramalho, Brazil
- Leo Rodriguez, USA
- Dr. Klaudia Schachtschneider, South Africa
- Dilbag Singh, India
- Cora Snyder, USA

UN GLOBAL COMPACT CEO WATER MANDATE | WATER RESILIENCE COALITION

Join Our Commitment to Water Stewardship