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CEO Water Mandate Endorser Survey Synthesis Report

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Introduction

This report summarizes and analyses the results of the CEO Water Mandate endorser survey that was administered in January and early February 2008. The ten-question survey (attached in Appendix A) was completed by 13 Mandate endorsers. The vast majority of responses were collected via phone interviews and the remainder via electronic/online submission.

As a reminder, this survey was administered only to Mandate endorsers, and thus its results are not intended to be a reflection of general public opinion, or even of the international water expert community. Further, due to the relatively small sample size, the analysis below should be considered an anecdotal description of the responses, and not statistically significant findings. The above said, we believe the survey results provide important information regarding the views of those closest to and most interested in the success of the CEO Water Mandate. As such it can serve as a valuable starting point for discussions on where the UN Global Compact and Mandate endorsers might jointly attempt to steer the initiative.

Summary of Findings

1. By and large, endorsers felt water sustainability as a long-range priority was fairly well embedded throughout their organizations. (Average assigned value = 3.7 out of 5) (Figure 1)
 - Of the three areas queried, the highest percentage of respondents indicated their Board of Directors (or equivalent governance body) has taken up the issue of water sustainability as a long-range corporate priority. (Average = 4.3)
 - To a lesser extent, respondents felt their company had a corporate culture and/or employee awareness of water as a sustainability priority. (Average = 3.7)
 - Respondents believed their corporate subsidiaries and/or supply chain partners are least likely (in relative terms) to have taken up water sustainability as a long-range priority. (Average = 3.2)
2. Mandate endorsers tend to take a moderate to highly comprehensive approach to addressing water issues. (Average = 3.8). No company indicated it takes a completely ad-hoc approach (value = 1) and only one endorser felt it took a somewhat ad hoc approach (value = 2) (Figure 2).
3. All of the Mandate elements are seen as being relevant to endorsers (Average for all elements = 3.9) with Direct Operations, Community Engagement, and Transparency being the most relevant, and Supply Chain Management being the least in relative terms. (Figure 3a)
 - There was, however, a variance in the degree to which particular Mandate elements were deemed relevant to endorsing companies. For instance, there was a higher level of consensus about the relevance of Transparency, Public Policy and

Community Engagement (*not* necessarily that they were seen as *more* relevant), while endorses have varied opinions about the relevance Supply Chain and watershed Management. (Figures 3b-3h)

4. In terms of on-the-ground practice, Direct Operations and Transparency were identified as having the most advanced levels of implementation, with average assigned values of 3.8 and 3.4, respectively. In contrast, on average, Supply Chain (2.4), Watershed Management (2.4), and Public Policy (2.5) had the least advanced implementation levels. (Figure 4a)
5. For certain Mandate elements there was a broader range of implementation levels among Mandate endorsers. This was particularly the case for Supply Chain Management, Collective Action, and Community Engagement, and to a slightly lesser degree for Watershed Management.¹ The wide range in implementation experience suggests a particular opportunity for the sharing of best practice (and for the Mandate to serve as a learning platform) in these areas. (Figures 4b-4h)
6. There was a fairly consistent correlation between the perceived relevance of Mandate elements and their implementation levels. (Figure 5)
7. Not surprisingly, in terms of allocated time and resources, Direct Operations was identified as the most significant Mandate element, with an allocation of almost 40 percent of total time/resources. Community Engagement was second most time/resource intensive implementation activity with just over 15 percent. (Figure 6)
8. For all Mandate elements except Direct Operations, there was an indication that further implementation guidance would be helpful. In particular, almost half of the survey respondents expressed their interest in receiving more guidance for the Transparency element. (Figure 7)
9. There was a high degree of consensus that Demonstrated Leadership/Commitment was the most important factor for the long-term viability of the CEO Water Mandate. On average, Measurable Water-related Performance Impacts was deemed the next most important success factor, but with a lesser degree of consensus. Growing and/or High Total Numbers of Endorsers was the factor considered least important to the success of the initiative. In addition, there was a broad range of views among endorsers regarding the degree to which this factor was important. (Figures 8a-8h)
10. In terms of partnerships, WBCSD (7), WEF (4), and GEMI (3) were considered the key water-related initiatives that have synergies with the CEO Water Mandate and for which strategic alliances/collaboration should be pursued. Four companies said they worked or are currently working with UN agencies, although a number of endorsers

¹ This wide range in experience is intriguing in comparison to endorsers' perceived relevance of Mandate elements whereby there appeared to be significant cohesion regarding the relevance of some of these same elements.

not currently working with the UN on water issues expressed interest in future engagement opportunities.

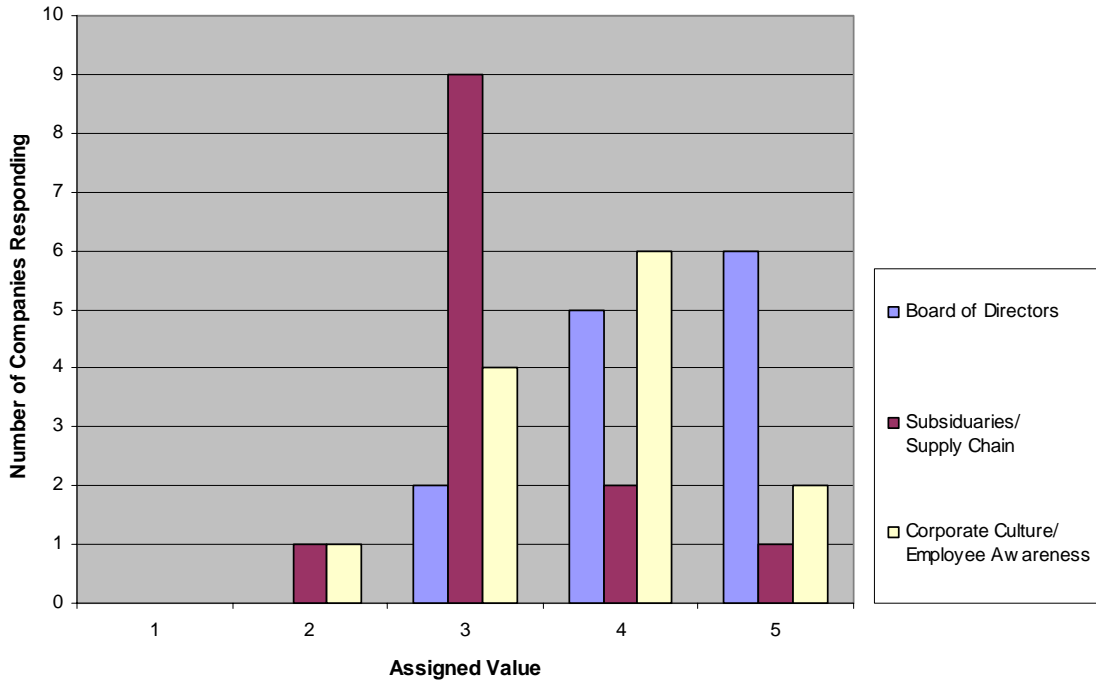
11. There was a broad range of expectations among endorsers in terms of the CEO Water Mandate's primary function/role. Common themes that emerged included:

- Comprehensive, clear, and actionable strategic framework for members to structure their water management activities
- Learning/knowledge sharing forum that provides robust/practical resources in sustainable water management for companies, as well as a safe place to discuss water management challenges/failures and identify emerging issues
- Platform for coordination, collective implementation, and for “collaborative innovation” among companies/industries (and other key water interests)
- Platform that develops/identifies best practice, and that helps guide implementation and drive performance improvements
- External communication tool to: 1) demonstrate companies' leadership in water management and improve image and reputation of industry/endorsers, 2) convey willingness to partner with stakeholders, communities, other industries, and 3) advocate common positions on water sustainability issues
- Call for action, raise awareness/profile of water issues among companies

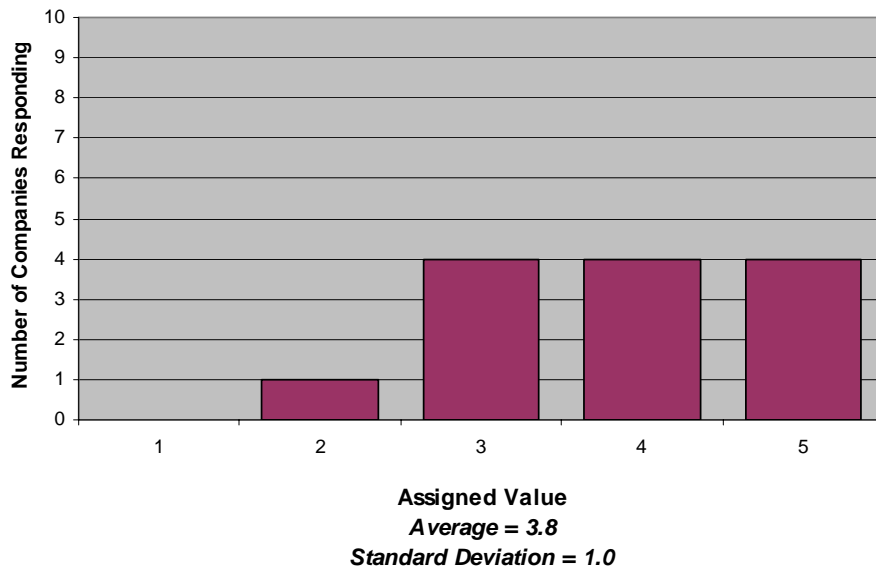
It should be noted that while a number of the above expectations for the Mandate are compatible and mutually reinforcing, others are not. We believe that understanding how some of these stated expectations might be at odds with one another, and reaching agreement on primary objectives/expectations for the Mandate should be considered a priority for the UN Global Compact and Mandate endorsers in 2008.

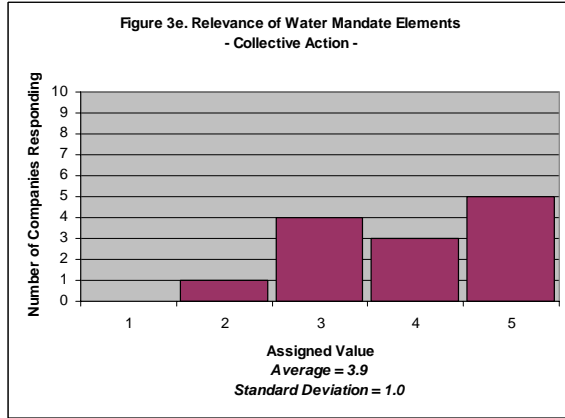
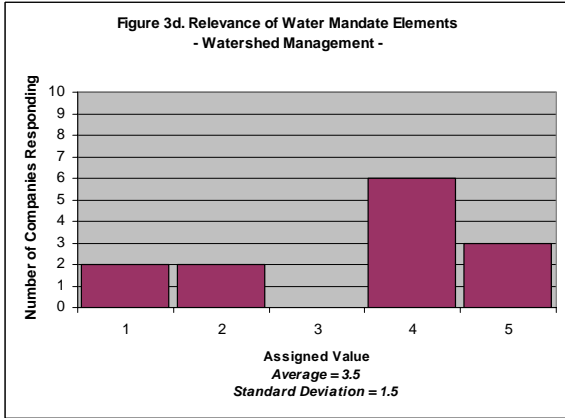
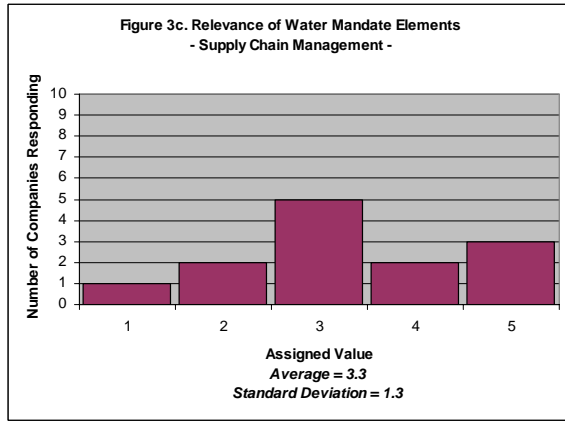
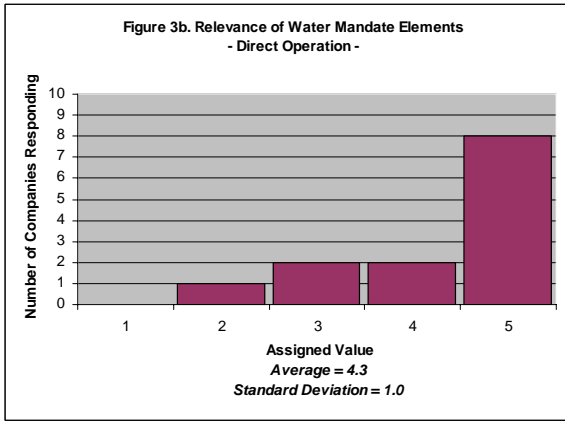
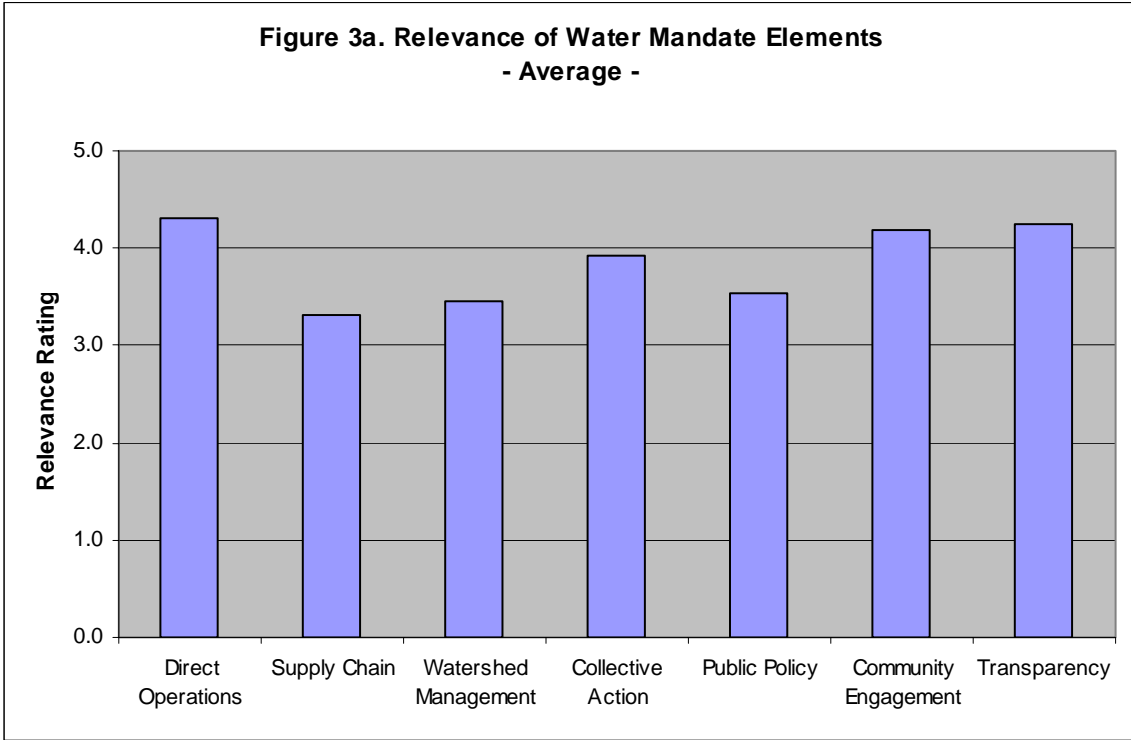
Appendix B consists of a list objectives endorsers identified for the March 5-6, 2008 Inaugural Working Conference.

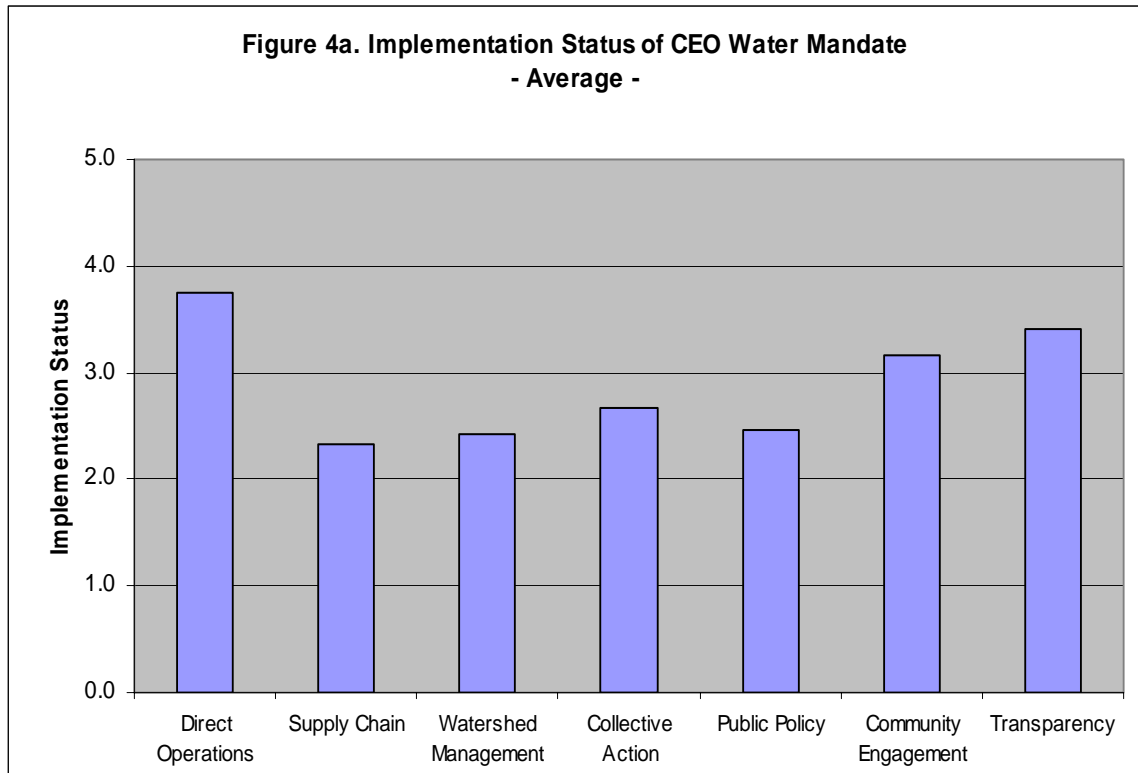
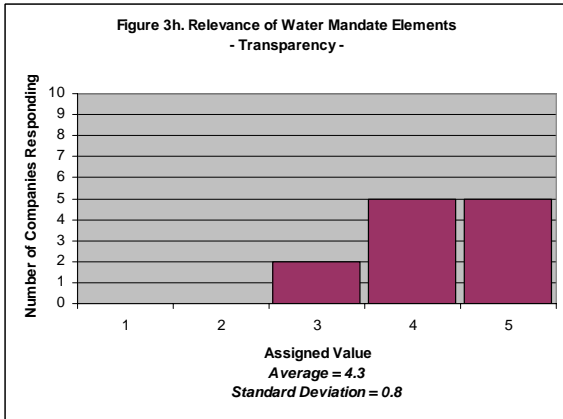
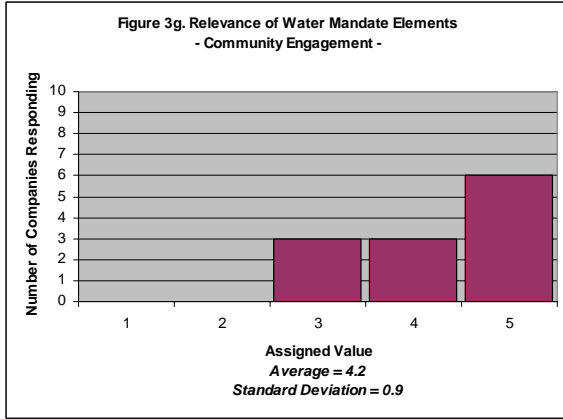
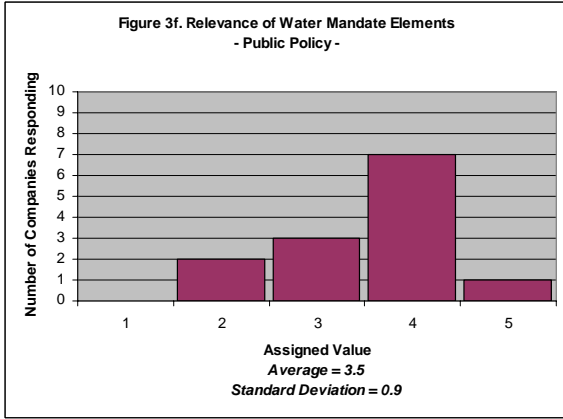
**Figure 1. How Deeply Water Issues Are Embedded
- Summary -**

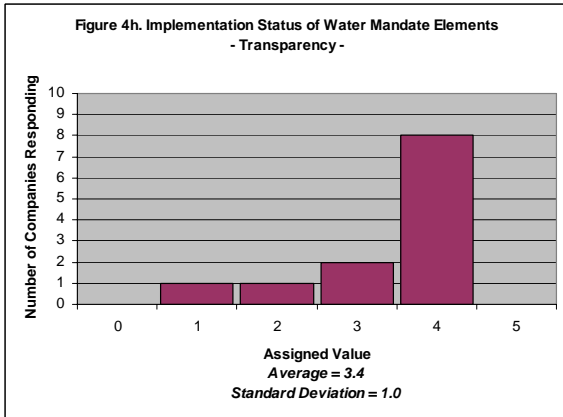
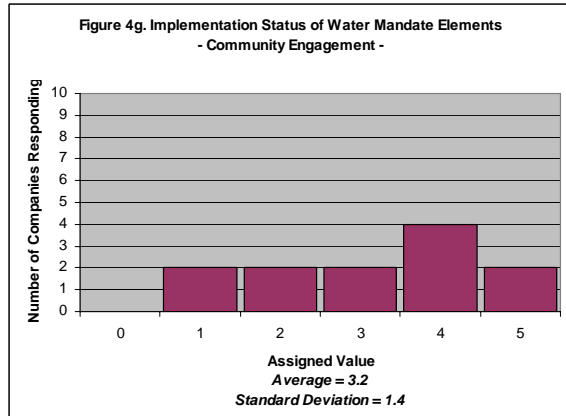
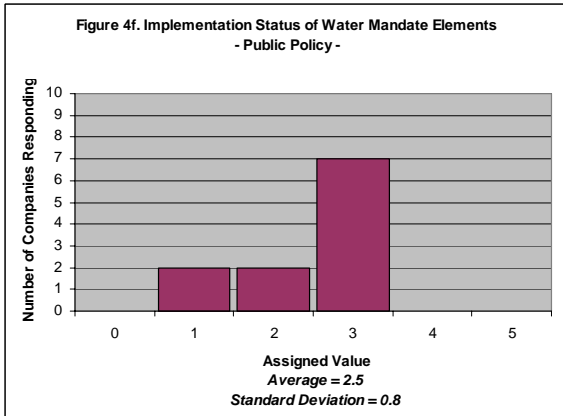
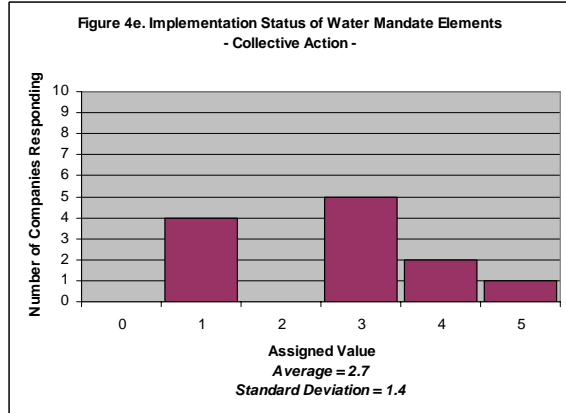
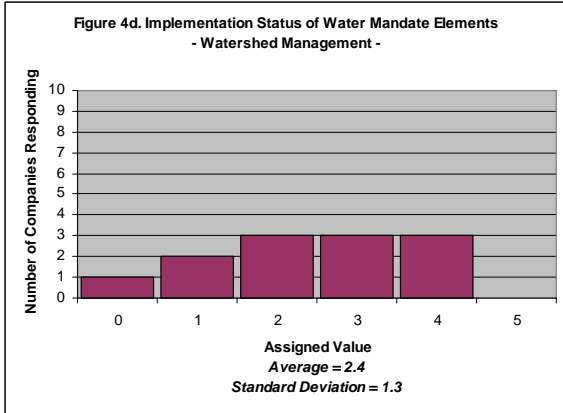
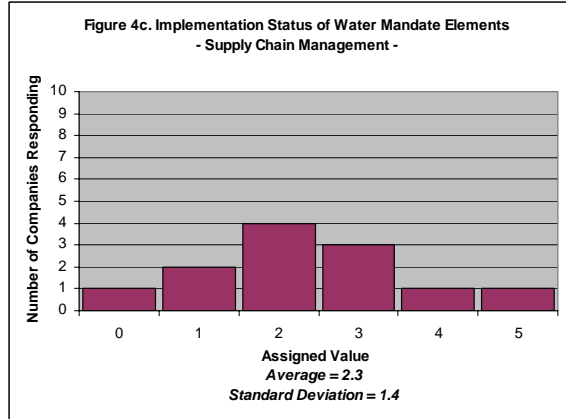
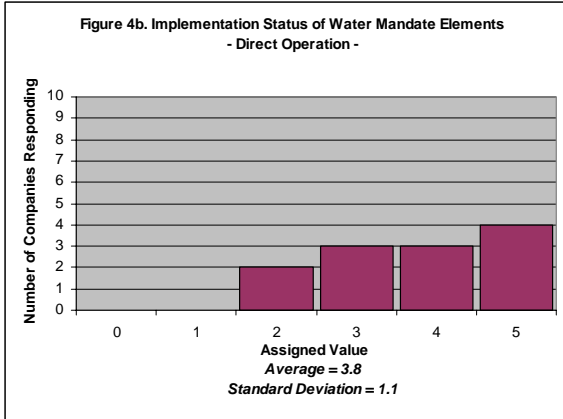


**Figure 2. Company Has Taken an Ad-hoc (value = 1) Versus
a Comprehensive (value = 5) Approach to Addressing Water Issues**









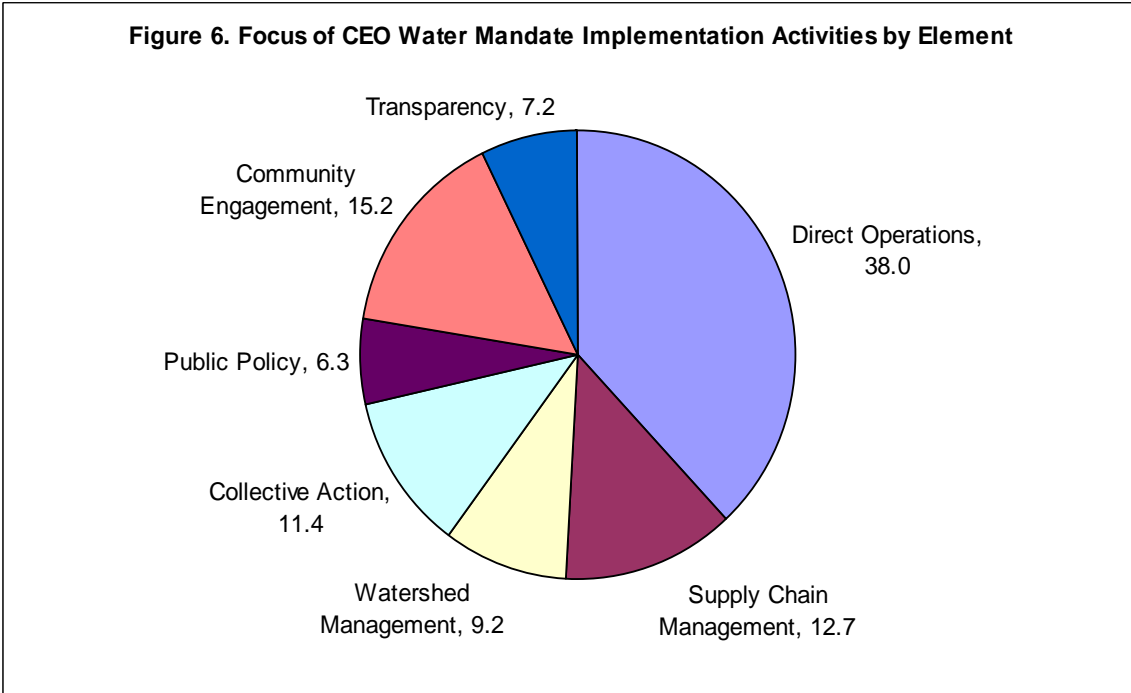
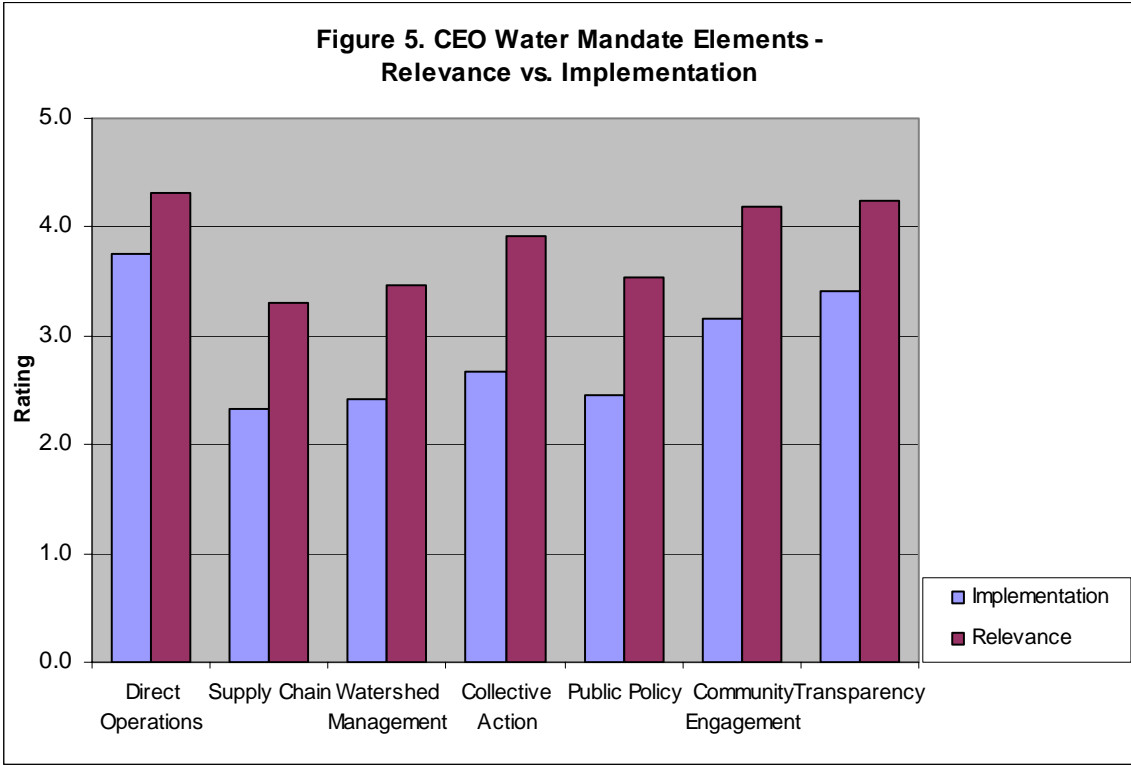


Figure 7. CEO Water Mandate Elements for Which More Implementation Guidance Would Be Helpful

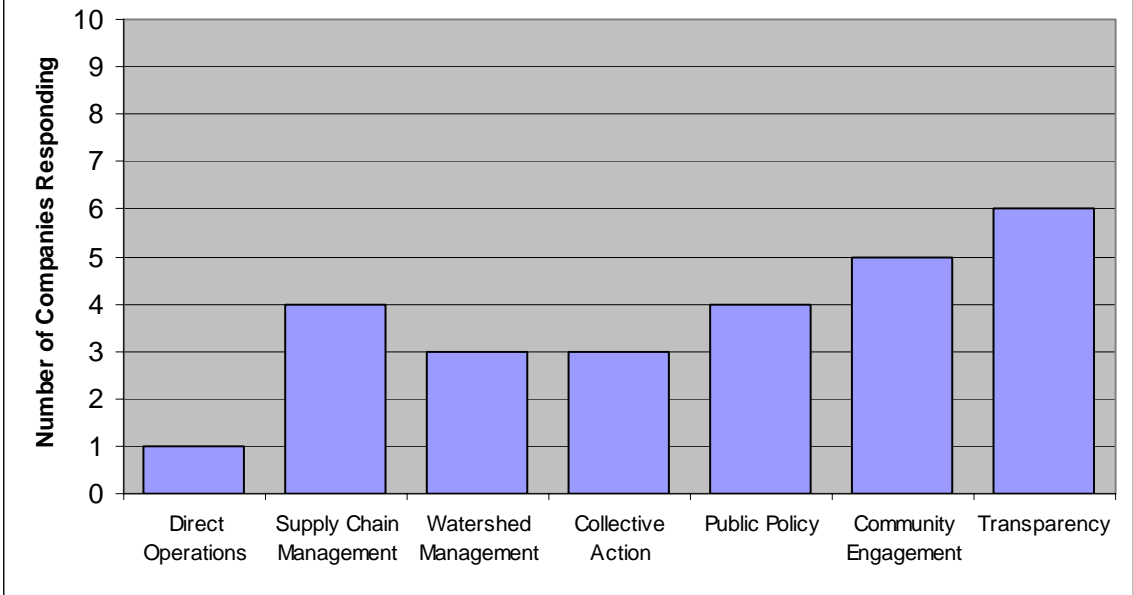


Figure 8a. Success Factors for the CEO Water Mandate - Average -

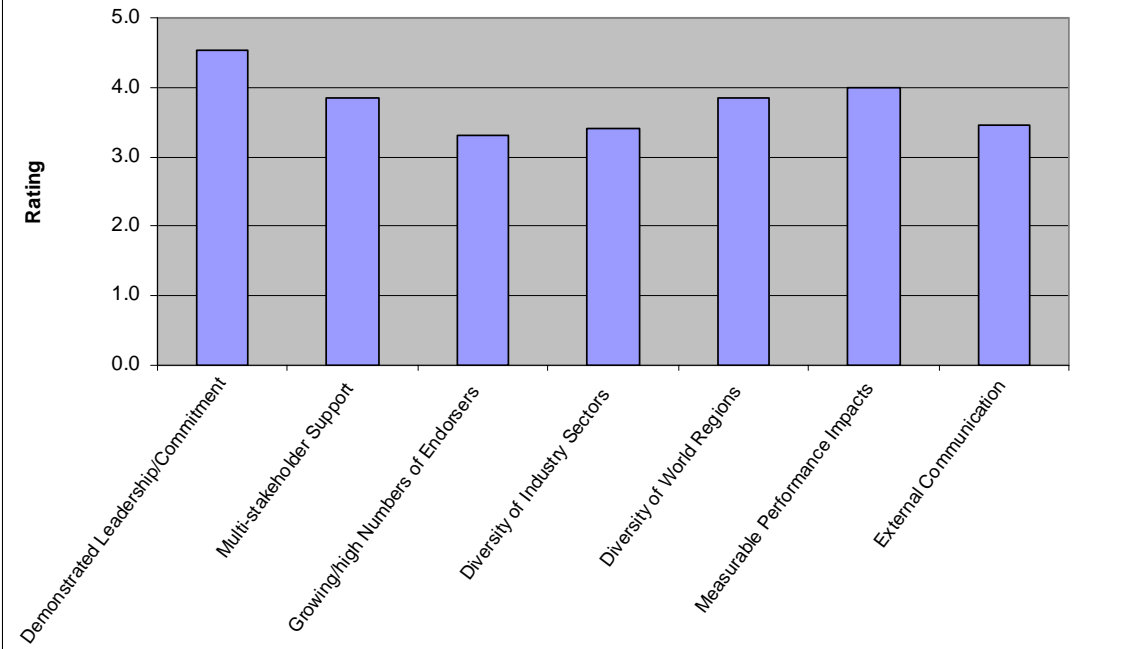


Figure 8b. Success Factors for the CEO Water Mandate
- Demonstrated Leadership/Commitment of Signatories -

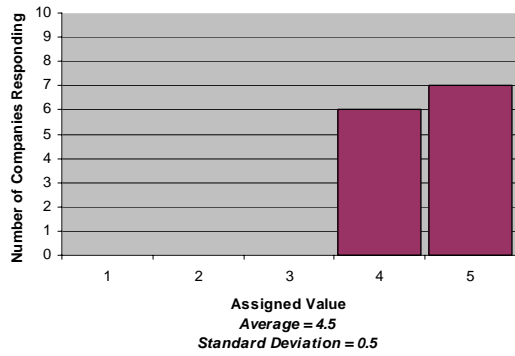


Figure 8c. Success Factors for the CEO Water Mandate
- Multi-stakeholder Support of the Initiative -

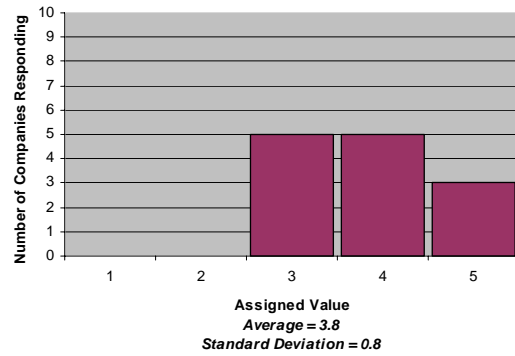


Figure 8d. Success Factors for the CEO Water Mandate
- Growing and/or High Total Number of Endorsers -

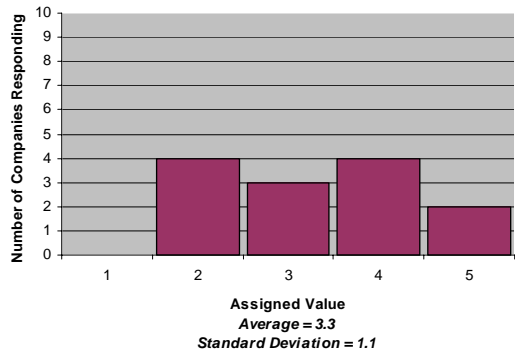


Figure 8e. Success Factors for the CEO Water Mandate
- Uptake by a Diversity of Industry Sectors -

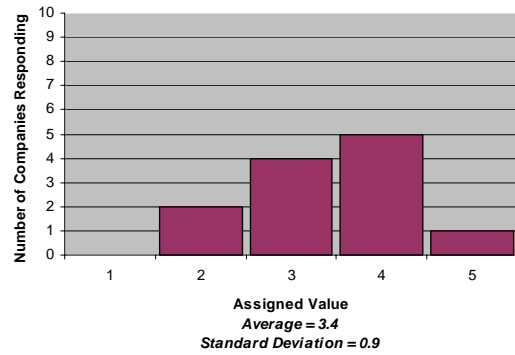


Figure 8f. Success Factors for the CEO Water Mandate
- Uptake by a Diversity of World Regions -

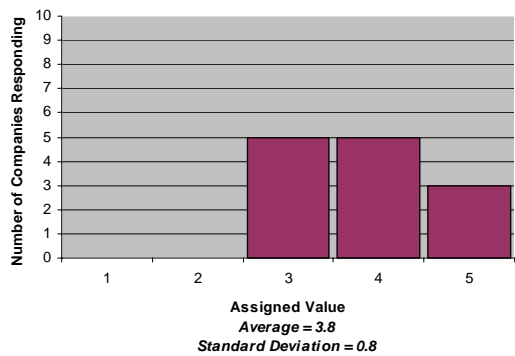


Figure 8g. Success Factors for the CEO Water Mandate
- Measurable Water-related Performance Impacts -

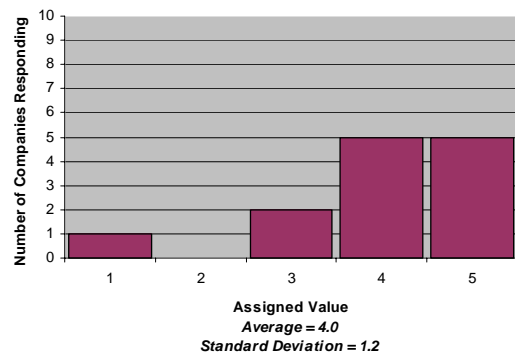
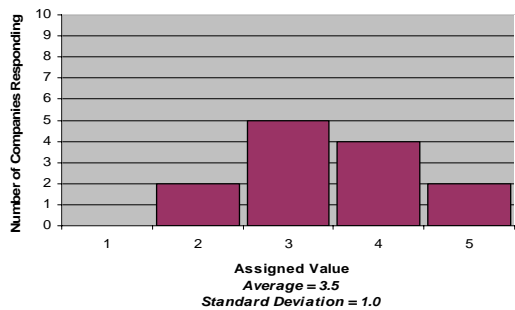


Figure 8 h. Success Factors for the CEO Water Mandate
- External Communication/Brand Management -



Appendix A: CEO Water Mandate Endorser Survey Questions

- 1) Thank you for participating in the CEO Water Mandate Endorser survey. Please provide the following information.
 - Company Name
 - Name(s) of the responder(s)

- 2) To get a sense of how deeply (or not) water sustainability priorities are embedded in your organization, please indicate the extent to which: (on a scale of 1 to 5, with 5 being the highest)
 - Your Board of Directors (or equivalent governance body) has taken up the issue of water sustainability as a long-range corporate priority.
 - Your corporate subsidiaries and/or supply chain partners have taken up the issue of water sustainability as a long-range priority.
 - There is a corporate culture and/or employee awareness of water as a sustainability priority.
 - Your company has taken an ad-hoc (value = 1) versus a comprehensive (value = 5) approach to addressing water issues.

- 3) What is the relevance of each of the six CEO Water Mandate elements for your company? (on a scale of 1-5, with 1 being not relevant, and 5 being highly relevant)
 - Direct Operations
 - Supply Chain Management
 - Watershed Management
 - Collective Action
 - Public Policy
 - Community Engagement
 - Transparency

- 4) Which of the six CEO Water Mandate elements have been the focus of your implementation activities to date? (Assign a percentage value for each element with the total equaling 100%)?
 - Direct Operations
 - Supply Chain Management
 - Watershed Management
 - Collective Action
 - Public Policy
 - Community Engagement
 - Transparency

- 5) What is the current implementation status of each of the six CEO Water Mandate elements? (on a scale of 0-5, with 0 being no activity and 5 being advanced levels of implementation)?
- Direct Operations
 - Supply Chain Management
 - Watershed Management
 - Collective Action
 - Public Policy
 - Community Engagement
 - Transparency
- 6) Are there aspects/elements of the CEO Water Mandate for which more detailed implementation guidance is desired and/or needed?
- 7) What are your expectations of the CEO Water Mandate (e.g., strategic framework; market differentiator; call for action; learning platform, etc.)
- 8) What do you believe are the most important success factors for the long-term viability of the CEO Water Mandate? (Rate on a scale of 1 to 5 the importance of the following factors in relation to the success and viability of the CEO Water Mandate.)
- Demonstrated leadership/commitment of signatories
 - Multi-stakeholder support (formal endorsement) of the initiative
 - Growing and/or high total numbers of endorsers
 - Uptake by a diversity of industry sectors
 - Uptake by a diversity of world regions
 - Measurable water-related performance impacts
 - External communication/brand management
 - Other (Please Describe):
-
- 9) Can you identify other water-related initiatives that have synergies with the CEO Water Mandate and for which strategic alliances/collaboration should be pursued? Also, are you currently working with any UN agencies on water?
- 10) What are your objectives for the:
- first day (March 5) of the inaugural meeting of the CEO Water Mandate? (The first day is a general meeting of endorsers, government agencies, global water initiatives and other stakeholders.)
 - second day (March 6) of the meeting? (The second day will be an endorsers-only, half-day meeting with the focus on next steps, strategic planning, and governance-related issues.)

Appendix B: Endorser Objectives for the March 5-6, 2008 Inaugural Working Conference

Common objectives for the first day (March 5) of the inaugural meeting of the CEO Water Mandate

- **Obtain feedback from external water experts and leading thinkers on:**
 - How the water management vision and overall picture of the initiative should be shaped
 - What endorsers are supposed to deliver to receive support from water community/stakeholders
 - What opportunities exist for innovative partnerships and unconventional collaboration

- **Information sharing with other endorsers²**
 - Learn what other endorsers are doing with regard to the Mandate's elements, and particular implementation activities/ tools/instruments/ innovative approaches already underway
 - Share water goals, strategies, and short case studies with other endorsers and receive feedback
 - Seek partnership with different endorsers and/or other water interests for capacity building and shaping best practice
 - Learn how and why endorsers came to the Mandate (Exchange ideas with other sectors and/or regions regarding how they see the Mandate, how relevant it is, etc.)

- **External communication**
 - Demonstration/definition of industry's role in water sustainability issues
 - Presentation of companies' strategies and commitments/achievements to external interests in order to raise awareness

- **Discuss strategies for the initiative**
 - Broader discussion on what the CEO Water Mandate wants to achieve - need to agree on where we want to go, and how to get there
 - Identify existing connective tissue
 - Identify/discuss where the Mandate fits in a big picture among various initiatives – many endorsers are also involved in other initiatives

Unique Opinions

- Fund raising for new technologies seeking to advance the water and sanitation projects in our local level
- Create enough momentum to catalyze additional signatories and support of the CEO Water Mandate

² Some endorsers identified this as a second day objective.

- Discuss more about sanitation and the human aspect of water - issue of water quality could be more important than quantity

Common objectives for the second day (March 6) of the inaugural meeting of the CEO Water Mandate³

- Discuss and get clarity on the unique opportunities/role/niche of the CEO Water Mandate
 - Clarify purpose/direction (overall mission) of the initiative
 - Discuss/clarify for whom this initiative is designed - is the initiative for companies that want to push the agenda or companies that need help with water management?
 - Discuss/identify core activities and projects of the initiative – how can we make it effective and efficient? Beyond meetings and conferences.
- Discuss expectations/requirements for endorsers
 - Discuss/Clarify expectation around implementation – requirements to stay as signatory (with consideration on geographical /economical differences among the signatories)
 - Identify/specify what “actions” are needed for endorsers – call for what action?
 - Decide if/how to define indicators/reporting requirements
- Decide what inputs (from the first day) to incorporate
- Discuss/identify goals, targets and next steps next steps (immediate and long-term roadmap), strategic planning
- Discuss governance issues, funding issues

Unique Opinions

- Select a few projects to kick-start the process
- Create enthusiasm and show dynamism
- Discuss plan to create guidance documents in simple and actionable language to assist signatories on their journey toward full implementation.

³ A number of the objectives below were identified by some endorsers as first day objectives.