

# Accelerating Corporate Water Stewardship and Resilience

2024 IMPACT REPORT



**CEO  
WATER  
MANDATE**

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 2024 members were:

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



# Dear Partners and Water Stewards,

In 2024, the CEO Water Mandate accelerated global corporate action on water, marking a pivotal year in our journey towards a water-resilient future. As a partnership between the UN Global Compact and the Pacific Institute, the Mandate brings together business leaders committed to advancing sustainable water stewardship across operations, supply chains and key water-stressed basins.

We are proud to share that 2024 was a year of exponential growth for the CEO Water Mandate, which nearly doubled in size to include nearly 400 endorsing companies, representing a powerful cross-section of industries, sizes and geographies. This momentum reflects a growing recognition that water is essential to business success and that the private sector has both a unique responsibility and a unique ability to drive scalable, lasting solutions to the global water crisis.

The stakes remain high. Global demand for water continues to rise while availability becomes more uncertain due to climate change, pollution and mismanagement. Water stress is now a material risk to communities, ecosystems and businesses.

Water risks already account for \$465 billion to \$565 billion in annual economic losses with major drivers including flood damage (\$120 billion; World Bank, OECD), drought impacts on agriculture and energy (\$80 billion; FAO, IMF), water pollution and health costs (\$55 billion; WHO, UNEP) and infrastructure failures due to aging systems (\$45 billion; Global Water Partnership). Industrial disruption from water scarcity (\$35 billion; CDP) and supply chain vulnerabilities (\$30 billion; WRI, McKinsey) add further strain. Looking ahead, climate-linked water stress will likely amplify these risks significantly, with projected annual losses of \$100 billion to \$200 billion depending upon global climate trajectories (IPCC).

This year's Impact Report reflects our shared progress and our shared responsibility to act more quickly. With just five years left to meet our 2030 ambition, the work ahead is urgent but also full of opportunity.

To all our endorsers and partners: thank you. Your leadership is helping reshape how businesses value and manage water. Let's continue to raise the bar together.

Sincerely,



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



**Jason Morrison**  
President of the Pacific Institute and  
Head of the CEO Water Mandate

Through a suite of flagship initiatives – the Water Resilience Coalition, WASH4Work and the Water Action Hub - the Mandate helps companies move from commitment to action, delivering tangible water outcomes for communities, ecosystems and economies.

#### Water Resilience Coalition: Mobilizing Business Leadership

Founded in 2020, the Water Resilience Coalition (WRC) is a CEO-led initiative of the CEO Water Mandate that brings together leading global companies to elevate water as a strategic business priority and drive collective action at scale. In 2024, CEO Water Mandate members Anthesis Group and Coca-Cola Europacific Partners became members of the WRC.

Based on publicly available 2024 sustainability disclosures from WRC member companies, the collective impact includes:

- **394.9M m<sup>3</sup>/year:**  
Water Saved through Operational Efficiency

- **1B m<sup>3</sup>/year:**  
Water Reclaimed/Reused

- **2.2B m<sup>3</sup>/year:**  
Water Replenished

- **51% of Member Companies:**  
On Track with Pollutants Removal Targets

- **1.2 Million Hectares**  
Ecosystems Conserved and Restored

- **208.3 Million**  
People Reached by WASH Programs of  
WRC Members

These figures are based on self-reported figures by WRC member companies and partners, sourced from publicly available sustainability reports and direct submissions. While efforts are made to ensure consistency, methodologies and definitions may vary by company or region.

#### WASH4Work:

#### Championing Access to Safe Water, Sanitation, and Hygiene

Access to safe water, sanitation, and hygiene (WASH) is a fundamental human right and the foundation of healthy societies and productive economies. Yet billions of people around the world still lack access to these basic services. Launched in 2016, WASH4Work is a multi-stakeholder initiative convened by the CEO Water Mandate to mobilize business action on WASH across workplaces, supply chains, and surrounding communities.

WASH4Work provides companies with practical tools, guidance, and peer learning opportunities to assess risks, improve access, and advocate for stronger WASH policies.

In 2024, 238 companies worldwide signed WASH4Work's #WASHPledge. This year's commitments benefit an estimate of 269,000 employees across their direct operations and potentially one million supply chain workers.

#### Water Action Hub:

#### Connecting for Collaboration

Water challenges are local, complex, and interconnected—requiring solutions that are place-based and multi-stakeholder. To support collaboration at the basin level, the CEO Water Mandate developed the Water Action Hub, an open-access online platform that connects companies, NGOs, governments, and communities working on water stewardship projects around the world.

The Water Action Hub hosts more than 2,000 water-related projects across over 7,000 locations, which users can explore by country, basin, or topic. The platform enables organizations to showcase their work, identify potential partners, and initiate new collective action efforts.

# DRIVING COLLECTIVE IMPACT: The CEO Water Mandate and Its Key Initiatives



# 2024 at a Glance

## COMPANY MOMENTUM

**393**

CEO  
Water Mandate  
Endorsers

**35**

WRC  
Members

**693**

WASH Pledge  
Signatories

## BASIN ACTION

**100**

Priority  
Basins  
Identified

**24**

Collective  
Action  
Projects

**9**

Countries with  
Collective Action  
Projects

**2,214**

Projects  
Registered in the  
Water Action Hub

## OUTREACH IMPACT

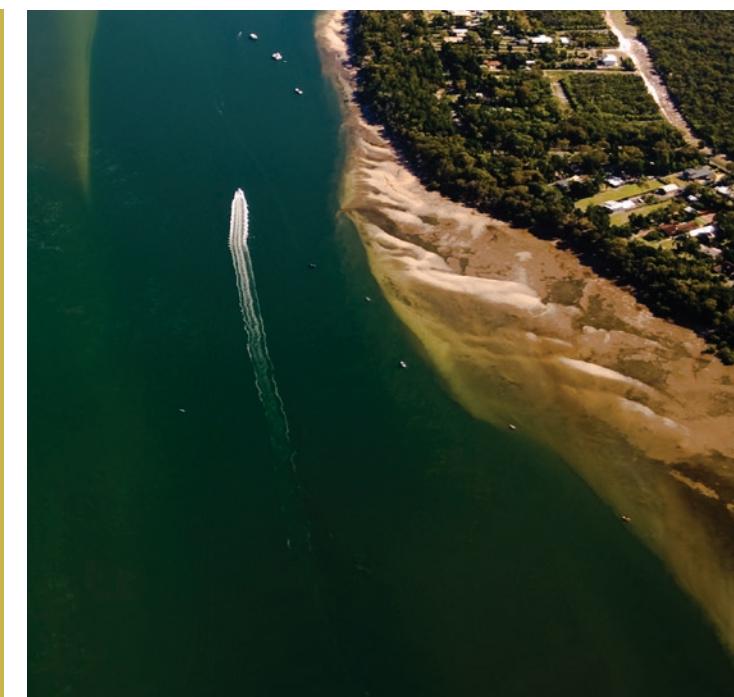
More than  
**40**  
Speaking  
Engagements

Approximately  
**+4500**  
Media  
Mentions\*

\*Data from Meltwater

**“** We at Anthesis were inspired to join the WRC alongside this network of ambitious corporate water peers—collaborating and engaging with the frameworks at the leading edge of water stewardship best practices. We are walking the talk of accelerating a nature positive future by leveraging our voice and partnerships to deliver positive outcomes for stewarding our planet's finite freshwater resources.

—Stuart McLachlan,  
CEO Anthesis Group



# 2024 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, the United Nations General Assembly (UNGA) and COP29.

During the One Water Summit, held December 3 on the margins of COP16 of the United Nations Convention to Combat Desertification (UNCCD) in Riyadh, Saudi Arabia, the CEO Water Mandate was highlighted amongst the initiatives that companies can join to be accompanied in their water stewardship efforts.

These platforms amplify our message, expand our partnerships and reaffirm the central role of the private sector in securing a water-resilient future for all.



CEO Water Mandate Event at UNGA

Christophe Beck, CEO of Ecolab and Co-Chair of the WRC at the WRC CEO Circle Meeting during UNGA



Cheryl Hicks, Senior Adviser CEO Water Mandate at the AWS Forum



AWS and the CEO Water Mandate signed a Memorandum of Understanding (MOU) during Climate Week NYC on 25 September 2024.



Cora Snyder, Senior Researcher at the CEO Water Mandate at GreenBiz



“ At Global Compact Network Spain, we have addressed the topic of water resilience with the support of the CEO Water Mandate. The publications developed by this initiative are highly valuable, and we have translated several of them to make this crucial topic more accessible to Spanish companies. In addition, the resources provided through the Peer Learning Group on Water and the promotion of this issue under the Forward Faster initiative offer companies concrete tools and materials to guide and enhance their actions on water resilience.”

—Cristina Sánchez,  
Executive Director, UN Global Compact Network Spain

# Scaling Global Impact: Local Engagement for a Water-Resilient Future

In 2024, the CEO Water Mandate welcomed 151 new members—nearly doubling in size and reaching almost 400 endorsing companies. This unprecedented growth underscores the importance of water for the private sector and was made possible through close collaboration with the UN Global Compact and its network of Country-level offices.

Antonio Hautle, Executive Director, UN Global Compact Network Switzerland & Liechtenstein shared that “Water is a critical and valuable natural resource for Swiss companies, whose operations and supply chains span the globe. With increasing freshwater demand and intensifying environmental challenges, companies must steward their water resources responsibly by avoiding negative impacts such as water pollution and contributing to positive outcomes such as providing WASH standards or wetland restoration. Together with the initiatives CEO Water Mandate and Forward Faster, we encourage our participants to implement sustainable water management practices and foster collective action within water basins.”

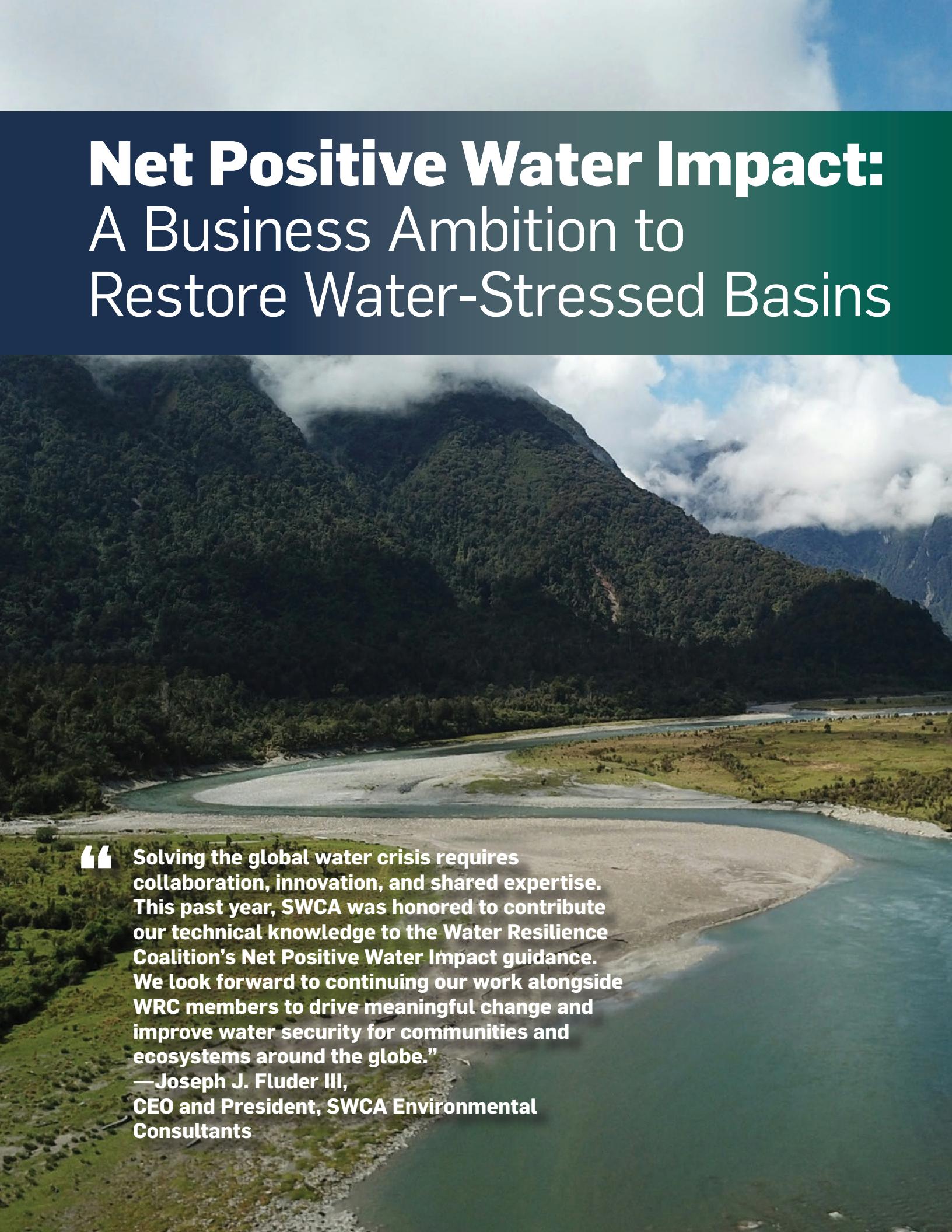
To translate this growth into meaningful action, the Mandate is working with many of the UN Global Compact's 100+ Country Networks to engage companies from every region and sector. The goal: achieve Net Positive Water impact in 100 priority basins. Significantly, 31 of these Country Networks operate in geographies that overlap with the priority basins—offering a high-potential platform to localize global ambition.

In 2024, the CEO Water Mandate engaged with 12 Country Networks and 4 UN Global Compact Regional Hubs. Through the year, the Mandate partnered with Country Networks to deliver five webinars, reaching around 200 participants and strengthening regional engagement.

In parallel, the **Water Resilience Coalition (WRC)**—an initiative of the CEO Water Mandate led by a group of committed companies—is translating ambition into measurable outcomes. By the end of 2024, the WRC's members are advancing **24 collective action projects across 9 countries**, demonstrating how global commitments can drive basin-level water resilience where it's needed most.

**Now is the time to act. We call on companies around the world to join the CEO Water Mandate and help scale impact where it matters most—by aligning their actions with the 100 Priority Basins. Where is your supply chain most water-dependent or vulnerable? What communities are upstream of your products? Mapping this across the 100 Basins is not just due diligence—it's smart business and bold leadership.**

# Net Positive Water Impact: A Business Ambition to Restore Water-Stressed Basins

Aerial view of a river winding through a valley with mountains in the background.  
**“Solving the global water crisis requires collaboration, innovation, and shared expertise. This past year, SWCA was honored to contribute our technical knowledge to the Water Resilience Coalition’s Net Positive Water Impact guidance. We look forward to continuing our work alongside WRC members to drive meaningful change and improve water security for communities and ecosystems around the globe.”**  
—Joseph J. Fluder III,  
CEO and President, SWCA Environmental Consultants

The CEO Water Mandate and its WRC published the first draft of the Net Positive Water Impact (NPWI) guidance in September 2024 to support organizations on their NPWI journey. This guidance is a work in progress that marks a significant step forward in helping businesses contribute to long-term water basin resilience and ensure their positive contributions outweigh their water-related impacts.

The guidance documents contain tools developed with technical experts and practitioners, making it easier for companies to assess their basin exposure, design interventions and track progress. These tools help translate ambition into action—from operational water efficiency upgrades to full-scale nature-based solutions (NBS) and community WASH (Water, Sanitation and Hygiene) programs.

NPWI is a leadership ambition available to any company regardless of sector, geography or supply chain complexity. It is a long-term enterprise-level commitment structured around measurable outcomes. Its core objective is clear: to build resilience in water-stressed basins by addressing three dimensions of water risk—availability, quality and accessibility.

The NPWI framework consists of three strategic pillars that define the scale and scope of action required at each site or basin level:

1. Water Efficiency & Pollution Reduction – minimizing operational impacts.
2. Contextual Water Stewardship – engaging with basin-level priorities and stakeholders.
3. Collective Action & Advocacy – investing in shared water resilience beyond the fence line.

Each pillar contributes to reducing pressure on water resources and improving conditions for both people and ecosystems. By framing water stewardship efforts around basin health rather than isolated operational metrics, NPWI emphasizes impact where it matters most.

The Mandate’s NPWI approach also complements existing sustainability frameworks. It aligns with SDG 6 (Clean Water and Sanitation) and is compatible with other water-related disclosure and reporting systems. This alignment helps companies embed NPWI into broader environmental and social governance (ESG) strategies without duplicating efforts.

For example, Nike Inc. has integrated NPWI principles into its broader Nature Positive strategy, connecting water stewardship with biodiversity, climate and community wellbeing across its global supply chain. It is aligning water stewardship actions with core business operations while helping improve access to clean water for workers and surrounding communities.

To ensure widespread uptake and support, the CEO Water Mandate has developed a tiered support framework for companies and consultants exploring NPWI implementation. The options range from self-guided resources for companies just beginning their journeys to bespoke consulting support, data and technical tools and opportunities for peer learning. Nike, as one of the early adopters of the NPWI approach, has leveraged these resources to help prioritize higher-risk geographies and inform basin-specific water stewardship strategies.

This kind of integrated water strategy not only mitigates risk but opens new avenues for positive social and environmental returns. Water stewardship teams within companies are working in tandem with supply chain managers, sustainability officers and community engagement leads to design shared-value projects that address multiple goals through a single water-centered lens.

NPWI also fosters collaboration, as the health of a water basin is influenced by many actors and encourages collective action as a central tenet. Companies adopting NPWI are encouraged to work with governments, NGOs, other businesses and local communities by sharing data, aligning goals and amplifying investment for systemic impact.

“Net Positive Water Impact is not a one-size-fits-all approach,” said Gregg Brill, Senior Researcher at the Pacific Institute. “It’s a dynamic, site-specific ambition that invites companies to take meaningful action based on their local context and to scale what works across their operations.”

As global water pressures intensify, NPWI offers a path forward that is both principled and practical. It allows companies to lead with integrity, act in alignment with science and community needs and position themselves for long-term resilience.

For more information on the NPWI guidance, resources or to begin the journey towards Net Positive Water Impact, contact Gregg Brill at [GBrill@pacinst.org](mailto:GBrill@pacinst.org) or visit [ceowatermandate.org](http://ceowatermandate.org).

# CEO WATER MANDATE TEAM

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