



CEO
WATER
MANDATE

WASH4WORK



AGENDA



Partner Meeting

25 March 2025

- (:05) Opening Remarks WASH4Work Chair
- (:10) Corporate WASH Trends 2025
- (:10) **WASH & CSRD** (*WaterAid, DP World*)
- (:05) **WASH ROI** (*Grundfos*)
- (:20) **WASH Collective Action Opportunities**
 - **Bangladesh** (*WSUP*)
 - **Indonesia** (*UNICEF, GAP Inc.*)
 - **Mexico** (*Global Water Challenge*)
- (:05) **WASH Impact Investments** (*Reckitt*)
- (:05) Engagement Opportunities 2025

**OPENING
REMARKS**

WASH4Work Chair:

Scott McCready,
Alliance for Water Stewardship

**CORPORATE
WASH TRENDS
2025**

Cheryl Hicks,
WASH4Work Secretariat

CEO Water Mandate



Progress on drinking water, sanitation & hygiene access **in decline since 2020.**

Climate impacts & Pandemic expose new vulnerabilities.

Investments in **WASH builds climate resilience** for workers and communities.

2025 WASH Risk Global Outlook

Data Source:
WHO/UNICEF JMP 2023

2025 Corporate Investment **Trends** | WASH

85 organizations consulted : 40 Companies, 25 NGOs, 20 Investment/Finance

- **STARTING:** More companies across historical WASH risk sectors (Textiles, Food/Bev/Ag, FMCG, Industrials,)
- **INCREASING:** New WASH risk sectors (Tech, Pharma, White Goods,) & Sector initiatives
- **ALTERNATIVE INVESTMENTS:** Corporate WASH investment leaders are diversifying WASH investments to impact investments and supply chains

Drivers & Incentives | Corporate WASH Investments

Drivers

- **Business case:** Companies see WASH as essential for **supply chain resilience, community relations, and regulatory compliance**.
- **Risk mitigation:** Companies in water-stressed areas view WASH as a **license to operate issue**, helping ensure long-term business continuity.
- **Reputation & CSR:** For many WASH risk sectors, **brand value and corporate leadership** are key motivators.

Challenges

- **Financial constraints:** WASH **competes with other sustainability goals**, such as **decarbonization**.
- **Internal knowledge gaps:** Many companies **lack internal expertise** to structure effective WASH investments.
- **Regulatory inconsistency:** Companies find **regulations inconsistent**, making investment decisions complex.

NEW Incentives

- **Clear business value:** Companies are asking for more robust tools to **demonstrate Financial ROI**.
- **Collective action benefits:** Companies seek **economies of scale and risk-sharing mechanisms**.
- **Pre-vetted investment opportunities:** Companies favor **ready-made WASH investment opportunities**.
- **Regulatory pressure:** Stronger enforcement could drive more investments.

Current **Insights** into Corporate WASH Investments

Source of WASH Funds

- **Corporate sustainability budgets** (CSR, ESG, water stewardship).
- **Company foundations**
- **Treasury** (balance sheet investments, impact investing).

Types of Investments

- **NGO partnerships:** Many businesses collaborate with NGOs to implement WASH projects
- **Corporate-led initiatives:** Some sectors focus on WASH within **supplier networks**
- **Impact investments:** Companies are starting to explore **investment funds for WASH**.

Outcomes of Interest

- **Access to safe drinking water** is often prioritized with a **clearer business case**, however trending towards more holistic water, sanitation and hygiene programs.
- **Health & hygiene:** Companies are particularly interested in **worker health** and **safety – productivity link**.
- **Equity & inclusion:** Some companies prioritize **women and marginalized communities empowerment**.
- **Climate resilience:** WASH is being linked with **climate risk mitigation strategies** (worker & community resilience).

Opportunity Summary

to Scale up Corporate WASH Investments

- ✓ **Quantifying WASH's financial value** to businesses
- ✓ **Curating pre-vetted innovative investment opportunities** to simplify decision-making
- ✓ **Scaling up corporate collective action** to lower costs and increase efficiency
- ✓ **Linking WASH to corporate climate & water resilience goals** to unlock funding
- ✓ **Leveraging AI & digital tools** to identify opportunities & enhance impact measurement



2025 Goals & Activities: Accelerating Corporate WASH Actions & Investments

Goals 2025-2030

- Towards a “Re-brand” *WASH in the Workplace “WASH4Work” to **Business Actions on WASH***
- Focus of work *From Supportive Tools to **Catalyzing Actions***
- Set 2030 Goal & Roadmap of Engagements
- Release new direction (2030 Goal & Roadmap) at **UN Water Conference Dec. 2026**

Activities 2025

1. 2030 Goal & Acceleration Roadmap

- Corporate engagement study (Q1)
- 2030 Goal & Roadmap development (Q2-4)

2. Corporate WASH Stewardship Toolbox

- Advisory Group
- Topic output papers
- Digital portal (2026)

3. WASH Collective Actions

- Catalyze & activate
- Pipeline development
- Blueprint guidance

WASH

&

CSRD

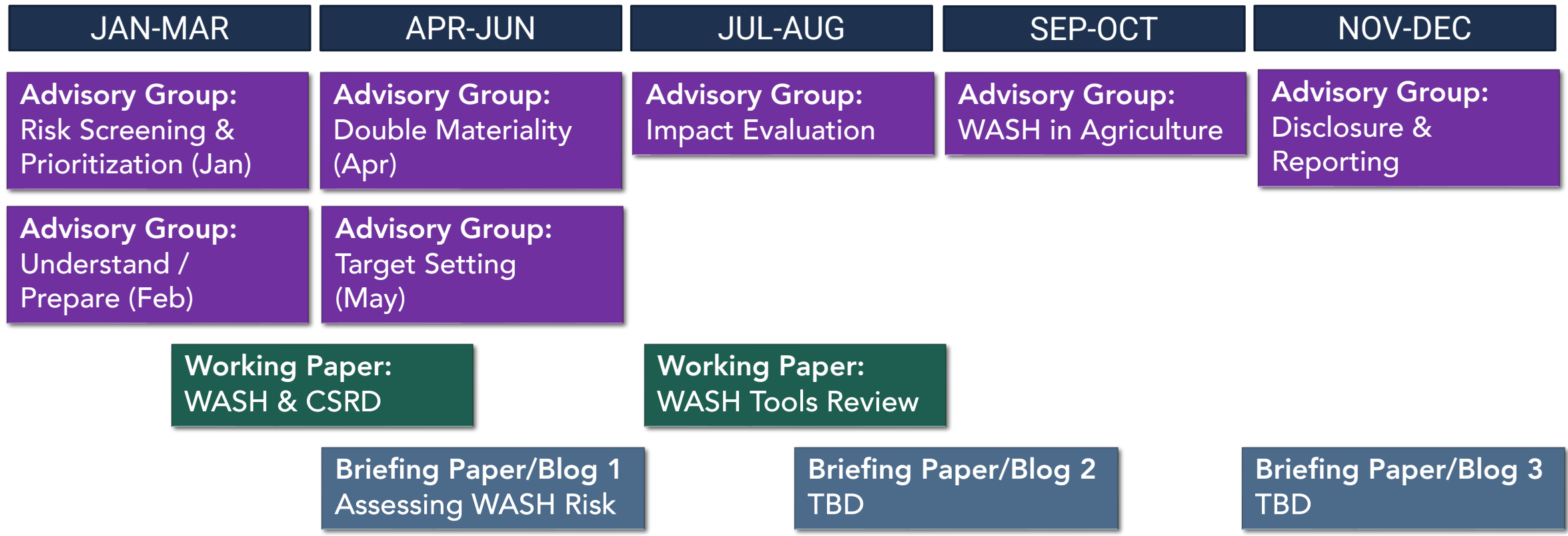
Emma Clarke,
WaterAid

Erik van Oorschot,
DP World

INPUT: WASH Guidance



Corporate WASH Stewardship Roadmap & Toolbox



APPLY: WASH Impact Reporting WASH Multi-Benefit Accounting Framework



WASH BENEFITS ACCOUNTING FRAMEWORK

A Standardized Approach for Estimating and Valuing the Multiple Benefits of Corporate Investments in Drinking Water, Sanitation and Hygiene Access

Introduction & Summary Report



WASH BENEFITS ACCOUNTING FRAMEWORK

A Standardized Approach for Estimating and Valuing the Multiple Benefits of Corporate Investments in Drinking Water, Sanitation and Hygiene Access

Standardized Methods Report



- **Standardized** WASH benefit indicators and accounting methods
- **Beyond #beneficiaries** to *socio-economic, environmental & institutional outcomes & impacts*
- **Climate resilience, gender equality, financial ROI**
- **Alignment with VWBA, NBS, Water Quality Benefit Accounting**

<https://ceowatermandate.org/publications/WASH-Framework-Summary.pdf>



WASH
ROI

Anise Sacranie,
Grundfos

**WASH
COLLECTIVE
ACTION
OPPORTUNITIES
2025**

Bangladesh, WSUP
Indonesia, UNICEF
Mexico, Global Water Challenge

ENGAGE: WASH Collective Action Opportunities

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MEXICO / LATAM



Women + Water

INDIA

WSUP
Water & Sanitation
for the Urban Poor

BANGLADESH



NIGERIA



INDONESIA

**WASH
COLLECTIVE
ACTION
OPPORTUNITIES
2025**

BANGLADESH

Emma Balke, *WSUP*

**WASH
COLLECTIVE
ACTION
OPPORTUNITIES
2025**

INDONESIA

Kannan Nadar & Ben Weatherley,
UNICEF Indonesia

Katalyn Voss,
GAP Inc.

**WASH
COLLECTIVE
ACTION
OPPORTUNITIES
2025**

MEXICO

Malick Keta, *Global Water Challenge*

2030 Ambition: Positive water impact in over 100 water-stressed basins and **enable equitable and resilient WASH for over 300 million people**

Water Quantity

Water Quality

Water Accessibility



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WATER
RESILIENCE
COALITION



WASH
4WORK

Basin Collaborative Model

Aligned for Impact

Collective Action Projects

This portfolio of 100 basins was analyzed and curated by a group of partners as global locations with **highest potential for scaling collective actions.**

WASH Collective Action Projects I Base Criteria

Scaling up WASH impact via Collective Actions

- Geographic location aligned with 100 Priority Basins
- WASH access is a priority in the geographic location
- Existing WASH project in the location with demonstrated success and significant runway for scale
- Implementing partner of the WASH project is established in the location
- At least one company engaged in the WASH initiative in the location; advocate

WASH Collective Action Projects I Key Benefits

Scaling up WASH Impact via Collective Actions and Increased Ambition

- Common ambition for scale
- Common goals and shared reporting
- Shared risks and rewards
- Established experience with local complexity, communities, and governments
- Focus on long term improvements – significant scale opportunities
- Leverage existing networks and investments



WASH Collective Action Project Partnership









Menu of Potential Roles & Responsibilities

| Implementing Partner | Participating Companies | WASH4Work |
|---|---|---|
| <ul style="list-style-type: none">• WASH project implementation & management• WASH expert technical advisor• Corporate recruitment support• Local stakeholder engagement & advocacy• Impact measurement & reporting• (Potential Host) of WASH Collective Action governance mechanism | <ul style="list-style-type: none">• Sponsors of WASH Collective Action Project• Bring corporate expertise / innovation to the project• Brand recognition, communications & advocacy• WASH Actions attribution• Participation in WASH Collective Action governance mechanism | <ul style="list-style-type: none">• Guide Collective Action establishment & impact advocacy• Corporate recruitment & ongoing engagement support• Brand recognition & communications support• Global impact monitoring platform tools – Water Action Hub• (Potential) Co-Host of WASH Collective Action governance mechanism |

**CORPORATE
WASH TRENDS
2025**

Impact Investing & WASH





WRC INVESTMENT PORTFOLIO – FUND PIPELINE

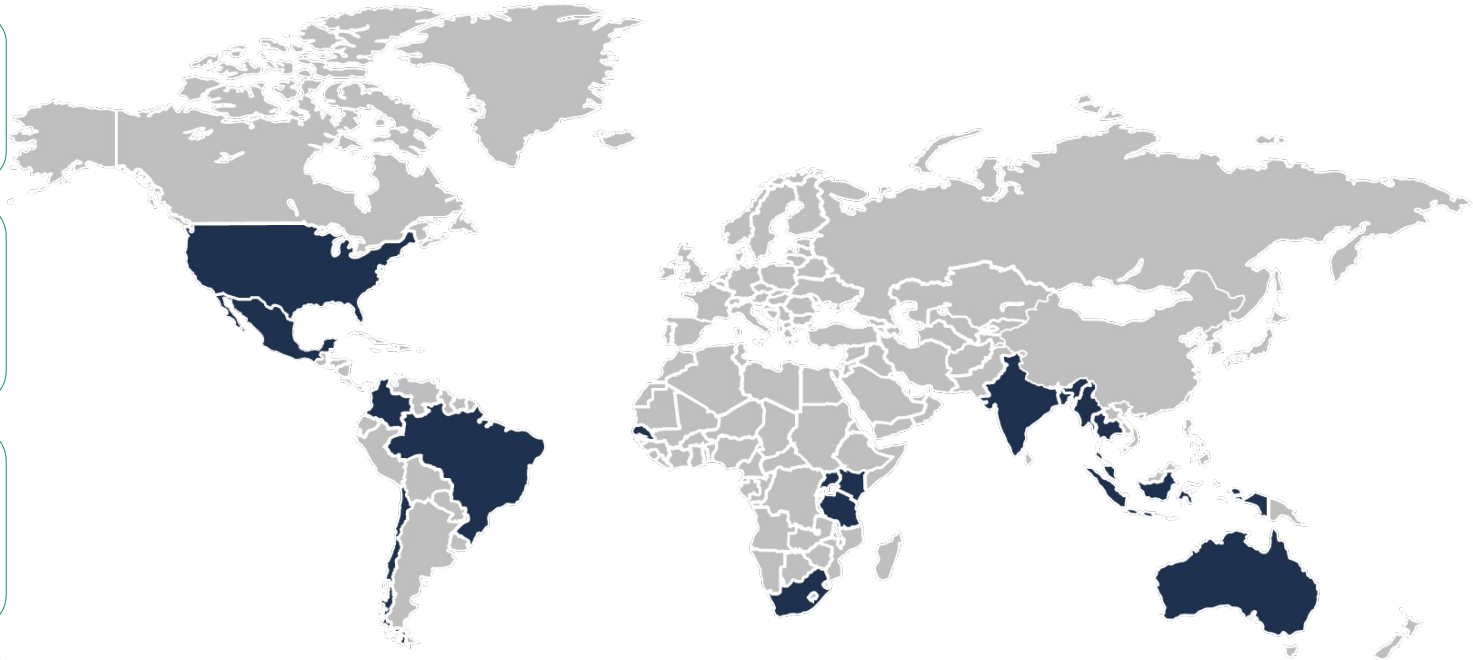
| INVESTMENT THEMES | INVESTMENT FUNDS | PARTNERSHIPS & IMPACT | | |
|--|--|-----------------------|--|--------------------|
| WATER, SANITATION & HYGIENE ACCESS (Global) | WASH Fund IV – Microfinance | \$150M |  WATEREQUITY | 5M PP |
| | Water Access Fund – Private Equity | \$70M |  Incofin INVESTMENT MANAGEMENT | 30M PP |
| | Cardano WASH Fund – Microfinance | \$250M |  Aqua for All | 14M PP |
| WATER RESILIENCE & WASH INFRASTRUCTURE (Global) | Water & Climate Infrastructure Fund – Private Equity | \$200M |  WATEREQUITY | 15M PP |
| | Evenpar ReUse Fund – Private Equity | \$50M |  Aqua for All | |
| NATURE BASED SOLUTIONS (Americas, Australia) | Sustainable Water Impact Fund II – Land Asset Management | \$1 BN |  RRG  natureVest  The Nature Conservancy | 13M M3 RECHARGE/YR |



WRC INVESTMENT PORTFOLIO & 100 Priority Basins

\$1.7 Billion in Investment Opportunities aligned with Priority Basins

| FUND | INVESTMENT S | GEOGRAPHIES |
|--|-------------------------------------|--|
|  Incofin INVESTMENT MANAGEMENT | \$70 Million | Africa, Asia, and Latin America |
|  Aqua for All | \$50 Million + \$250 Million | South Africa + Kenya & Indonesia |
|  WATEREQUITY | \$150 Million + \$200 Million | Global |
|  RRG | \$1 Billion | California, Chile, and Australia |



WATER RESILIENCE COALITION: **New** CSO Leadership

2025-2026 Structure

| WRC CSO Advisory Board | | |
|------------------------|---|--|
| PATHWAY | Investment | <p>Objective: Establish a task force to mobilize \$2B in impact investments for water resilience (including but not exclusive to Water, Sanitation, and Hygiene (WASH) - to advance initiatives in priority basins</p> <p>Action: CSOs will lead outreach and engagement efforts, leveraging existing partnerships and industry influence to attract key companies.</p> <p>Outcome: Secured \$2B in investments to improve water resilience and access to clean water, sanitation, and hygiene, driving long-term basin health and economic outcomes in underserved communities.</p> <ul style="list-style-type: none">• Increase the percentage of companies investing in the portfolio by 25%• Engage XX partners and secure \$XX in investment |
| GOAL | Raise \$2B for water resilience investments (including WASH access for 100m people) | |
| CSO Chair | Emilio Tenuta (Ecolab) | |
| CSO Co-Chair | TBD | |

**WASH
IMPACT
INVESTMENTS**

Philipp Kuest,
Reckitt

2025 Engagement Opportunities



- **Engage** in WASH Collective Action Opportunities
- **Apply** the WASH Benefits Accounting Framework *to impact reporting*
- Provide **Input** to the Corporate WASH Stewardship Roadmap & Toolbox
- **Explore** WASH Impact Investment Opportunities

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