

TRANSFORMATIONAL CORPORATE WATER LEADERSHIP

Transformational corporate water leadership involves committing to substantial reductions in water use in company operations and value chains and collaborating with stakeholders to improve watershed conditions. The following criteria build upon the nineteen **Qualities of a Transformational Company**.

	1. Sustainable Purpose	Core business strategy addresses water challenges and invests in measures that protect and maintain the water resources upon which the company depends.
	2. Sustainable Customer Offerings	Reduce the embedded water impacts of products and services; provide product and service offerings that address water scarcity, water pollution and require less water in their use and disposal.
	3. Solutions-Oriented	Pursue business opportunities that create solutions to water scarcity, quality, governance and freshwater ecosystem issues.
	4. Restorative	Go beyond reducing impacts and engage in restoration efforts (in particular to the company's source waters); invest in the natural systems that will help to keep the business operating in the long term.
	5. Long-Term Vision	Adopt bold long-term water stewardship and watershed management goals that take into account the energy-food-water security needs of present and future generations for the company and others in the watershed.
	6. Sustainability Governance and Culture	Adopt an enterprise-wide water stewardship commitment/policy and strategy with board level oversight. The policy should acknowledge the human right to water and sanitation and the imperative for functioning freshwater ecosystems. Integrate water goals into executive and staff remuneration and water valuation considerations in business-decision making (e.g., capital investments, siting new facilities, due diligence, etc.)
	7. Enlightened Leadership	CEO and executives are engaged in promoting water stewardship in regions and markets. Have CEOs sign on to key global platforms/initiatives such as the CEO Water Mandate.
	8. Employee Engagement	Engage employees as water ambassadors at work, at home, and in the community. Help employees understand and reduce the water impacts of their consumption (e.g. food, clothing, electronics, housing, etc.).
	9. Inclusive Business	Promote and engage in efforts to support equitable access to clean water, sanitation and hygiene. Ensure operations do not compromise the right to water and sanitation of local communities.
	10. Closed-Loop	Reuse and repurpose chemicals, waste by-products and wastewater to close the loop on liquid waste during production and provide end-of-life solutions for products to minimize water impacts.
	11. Resource Productivity	Based on a deep understanding of corporate value chain impacts and risks, develop and implement a water and wastewater use efficiency plan to substantially reduce total usage, increase recycling and reuse, eliminate wastewater discharge and use alternative water sources such as rainwater harvesting. Encourage development of, invest in and use new technologies to achieve these goals. Reinvest water savings in watershed management initiatives.
	12. Value-Chain Influence	Understand water impacts and both up and downstream water risks in the value chain. Engage suppliers and business partners in efforts to improve their water practices including capacity building to analyze and address watershed risk and regularly report on water progress.
	13. Stakeholder Accountability and Transparency	Disclose material water risks (including dependencies and impacts), mitigation strategies and progress of the company and its supply chain partners. Provide product-level information on the water-energy-material impacts of products to customers.
	14. Customer Engagement	Engage with consumers to help them reduce the water impact of product use and consumption and become water ambassadors.
	15. Industry Standards	Lead or join industry association initiatives to set and advance water stewardship in standards for the sector.
	16. Multi-Stakeholder Collaboration	Lead or join local multi-stakeholder collaborations with civil society, business, academia and government to improve watershed conditions. Engage and partner with catchment neighbours on community water projects.
	17. Finance Community	Proactively engage with the finance community on the value of water and water stewardship practices. Issue green bonds to finance corporate water efforts.
	18. Public Engagement	Engage the public on the importance of water stewardship and their role.
	19. Public Policy Advocacy	Advocate for effective public policy solutions on water stewardship in partnership with civil society. Be transparent in dealings and conversations with governments and other public authorities on water issues.