



The CEO Water Mandate

## **Exploring the Business Case for Corporate Action on Sanitation**

*White Paper*

September 2014



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## DISCLAIMER

All of the views expressed in this publication are those of the CEO Water Mandate and do not necessarily reflect those of the organizations, companies, and individuals who provided support for this effort.

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# FOREWORD

Sanitation is one of the world's greatest unmet challenges. More than a third of the world's population lacks adequate sanitation. Over a billion people have no choice but to defecate in the open. All this has profound consequences for public health, children's education and growth, women's safety and the fight against poverty. And every day, thousands of children under five years of age are dying. They die due to unsafe drinking water, poor sanitation, or a lack of basic hygiene.

That is why the Millennium Development Goals set a target on sanitation, and why this issue will be taken up in the Post-2015 development agenda. Adequate sanitation is vital for good health; it keeps environments clean; and it promotes dignity, equality and safety. Investing in sanitation makes good economic sense. As this discussion paper reveals, the returns are considerable.

The business community can play a major role in addressing the sanitation crisis. It can do so by emphasising respect for human rights and embracing corporate social and environmental responsibility. It can support the provision of basic water and sanitation services for healthy and productive societies. And vitally, the business sector can develop the solutions of the future and help them find a place in the global marketplace.

Meeting the sanitation challenge will not be easy. We need to break the taboo that often prevents us from discussing problems like open defecation and lack of toilets. We need to promote better understanding of this critical issue. We need solutions that are affordable and achievable. We need to mobilize action and collaboration among governments, civil society and business.

These needs are reflected in the Call to Action that I launched in March 2013 on behalf of the Secretary-General, which identifies 2025 as our target to end the practice of open defecation. I commend the CEO Water Mandate for promoting the Call to Action on Sanitation through this white paper, which highlights the business case for action.

Over the past six years, CEO Water Mandate member companies have achieved significant results in water efficiency, community access and wastewater management. By responding to the Call to Action, the Mandate can do the same for sanitation.

Is sanitation an issue for business? Is business part of the answer? I say: "yes". Let us therefore work together to address the sanitation challenge for the common good – for sustainable development and a life of dignity for all.

**Jan Eliasson**

Deputy Secretary-General of the United Nations

September 2014



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# QUICK FACTS

## KEY DEFINITIONS

- **Sanitation:** The provision of facilities and services for the safe disposal of human urine and feces
- **Improved sanitation:** Facilities, such as flush toilets, that ensure the hygienic separation of human urine and feces from human contact
- **WASH:** Water, sanitation, and hygiene
- **Open defecation:** Defecation in fields, streets, forests, bodies of water, or other open spaces

## WHAT IS THE GLOBAL SANITATION CRISIS?

- Approximately 2.5 billion people, almost 40 percent of the global population, do not have access to toilets or other ways to safely dispose of their urine and feces.
- More than 1 billion people still practice open defecation. Though open defecation is most prevalent in rural areas, it is on the rise in cities and urban areas (UNICEF and WHO 2014).

## HOW DOES THIS CRISIS AFFECT COMMUNITIES, THE ENVIRONMENT, AND THE ECONOMY?

- *Health:* Half a million children die every year from diarrhea due to poor WASH services (UN IGME 2013). Sanitation can reduce the risk of diarrhea by more than 30 percent (Cairncross et al. 2010).
- *Productivity:* Diarrheal disease is a major factor in impeding human health and productivity worldwide (WHO 2004). Achievement of the MDG water and sanitation targets would lead to a projected increase of 3.2 billion productive days (Hutton and Haller 2004).
- *Education and gender equality:* Many children are forced to miss school due to illness related to inadequate sanitation (UNICEF 2012). Achievement of the MDG water and sanitation targets would result in an estimated increase of 272 million school days per year (Hutton and Haller 2004).
- *Economy:* Global economic losses associated with inadequate sanitation are an estimated US\$260 billion per year (Sanitation Drive 2015 2014a). One dollar spent on sanitation brings an average return of more than five dollars (Hutton 2012).
- *Water resources:* In the developing world, raw sewage is regularly discharged into rivers, polluting freshwater sources used by communities, agriculture, and industry (UN-Water 2010). For example, in India, 80 percent of sewage goes untreated into freshwater sources (CSE 2013).



## HOW DOES IMPROVING AND PROMOTING SANITATION BENEFIT BUSINESSES?

	DIRECT SOCIETAL EFFECTS OF IMPROVED SANITATION	BUSINESS BENEFITS OF IMPROVED SANITATION
Health	Fewer people ill or caring for sick family	Improved productivity due to reduced absenteeism at work and school and a healthier workforce
Education	Increased school attendance	More capable workforce, more effective talent recruitment
Economy	Poverty alleviation	Increased consumer purchasing power in developing contexts
	Stronger economies	More public money to maintain infrastructure, support governance, etc. that lead to a robust business climate
Water	Less pollution in waterways and the environment	Reduced water treatment costs

## HOW CAN COMPANIES HELP ENSURE ADEQUATE SANITATION FOR ALL?

### THEY CAN. . .

- Ensure direct operations offer reliable access to improved sanitation for all employees
- Encourage and incentivize value chain partners to provide sanitation to all employees
- Partner with governments, NGOs, and others to advance sanitation in nearby communities, build capacity, advocate for effective public policy, raise awareness, enable adequate financing, and more

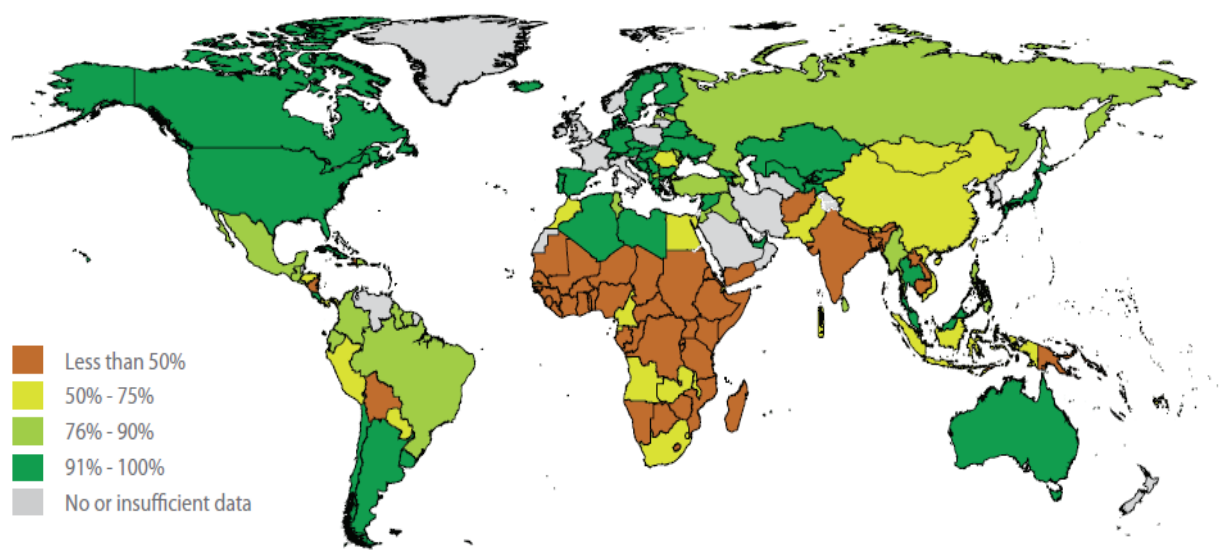
# INTRODUCTION

In 2013, the *Economist* magazine touted the toilet as the world's most useful invention, because it had “transformed the lives of billions of people.” Indeed, since the 19th century, improved sanitation has saved billions of people from death and disease and helped communities and economies thrive. Business was a critical factor in the sanitation revolution. In England, this was illustrated by the title of Edwin Chadwick's report, “The Sanitary Conditions of the Labouring Population,” published in 1842. Considered a landmark in England's revolution, it led to the 1848 Public Health Act. Today, businesses that recognize and commit to act on the critical linkages between sanitation and worker health, education, business productivity, clean environments, and thriving markets have tremendous potential to reduce business risks, leverage opportunities, and make a meaningful contribution to a more dignified life for all.

## THE GLOBAL SANITATION CRISIS

For decades, sanitation — the safe and clean disposal of human urine and feces and related hygiene practices — has been widely overlooked as a sustainable development issue. This inattention has been due largely to widespread sensitivities about managing human waste and a lack of understanding of its pervasive impacts. However, sanitation is quickly gaining prominence as one of the most important development challenges of the 21st century, and for good reason: 2.5 billion people around the world do not have access to a toilet (UNICEF and WHO 2014). More than a billion people and one out of every three in rural areas defecate in the open, exposing themselves and their neighbors to fecal bacteria that lead to diarrhea and other diseases, and fouling waterways on which safe drinking water, ecosystem health, and many industrial production processes rely (UNICEF and WHO 2008). Just one gram of fecal material can contain 10 million viruses, a million bacteria, a thousand parasite cysts, and a hundred parasite eggs (Sanitation Drive 2015 and UN-Water 2014). Figure 1 indicates the percentage of the population with improved sanitation in 2012 by country. Detailed data can be accessed on the website of the Joint Monitoring Programme (JMP) for Water Supply and Sanitation ([www.wssinfo.org](http://www.wssinfo.org)).

**FIGURE 1:** Percentage of population using improved sanitation in 2012



There are 46 countries where less than half the population has access to an improved sanitation facility.

(Source: UNICEF and WHO 2014)



The consequences of these unacceptable conditions are staggering: roughly half a million children die every year from diarrhea caused by unsafe water and poor sanitation (UN IGME 2013). Half the hospital beds in developing countries are filled with people suffering from diseases caused by poor water, sanitation, and hygiene (UNDP 2006). Inadequate sanitation also contributes to chronic health and nutrition problems, impedes the education of children (especially adolescent girls), reduces productivity, and makes women more vulnerable to sexual assault.



## A GROWING MOMENTUM

Though for decades sanitation has been an underacknowledged and underresourced development challenge, there has been significant recent progress in addressing this challenge:

- In 2002, the UN Committee on Economic, Social and Cultural Rights adopted [General Comment 15](#) stating that sanitation is “fundamental for human dignity and privacy.”
- In 2002, one of the [targets](#) in the United Nations’ Millennium Development Goal (MDG) agenda was to halve by 2015 the proportion of the population without sustainable access to basic sanitation. Unfortunately, the world is expected to miss this goal by over half a billion people by 2015 (UNICEF and WHO 2014).
- 2008 was named the [International Year of Sanitation](#).
- In 2010, the UN General Assembly explicitly recognized [the human rights to safe water and sanitation](#).
- In 2013, the United Nations launched a [Call to Action on Sanitation](#) to meet the MDG target, and in 2014 a special campaign began to put an end open defecation by 2025.
- In recent years, the potential role of business in addressing sanitation challenges is becoming increasingly prominent: UN Deputy Secretary-General Jan Eliasson spoke to the importance of business and sanitation at CEO Water Mandate sessions at the UN Global Compact Leaders Summit, and the World Business Council for Sustainable Development (WBCSD) has launched its [WASH at the Workplace](#) initiative.
- As the [Post-2015 Development Agenda](#) process continues to advance, it is widely expected that sanitation will be featured prominently as either a stand-alone goal or an important cross-cutting issue in the Sustainable Development Goals.



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## PROJECT BACKGROUND

Recognizing that progress on sanitation is essential and achievable prior to the expiration of the MDGs in 2015, UN Deputy Secretary-General Jan Eliasson has initiated a renewed effort to drive progress on sanitation through his [Call to Action](#). In particular, Mr. Eliasson has called on all actors, including business, to commit to measurable action and to mobilize the necessary resources to rapidly increase access to basic sanitation. This white paper responds to this call to action by exploring why action on sanitation is a moral imperative for companies around the world, and why there is also a good business case for doing so. It discusses not only the business risks resulting from a lack of sanitation, but also the business opportunities and benefits offered by sanitation interventions. The UN Global Compact's CEO Water Mandate believes that articulating this business case is an essential step in encouraging the private sector to act as champions and facilitators of improving access to sanitation worldwide. The paper focuses on unpacking the business drivers for action on sanitation as well as on presenting a framework for how companies can support sanitation objectives.

The findings and suggestions in this paper are based on a review of existing corporate disclosure documents, academic studies, UN and WHO statistics, a series of interviews conducted with representatives from a range of businesses and civil society organizations,<sup>1</sup> and in-depth consultations with subject area experts at [WaterAid](#). Some findings are based on suggestive evidence and thus will benefit from further academic and field research and ground-truthing. This exploratory paper captures ideas and concepts being discussed and implemented by some companies and their stakeholders.

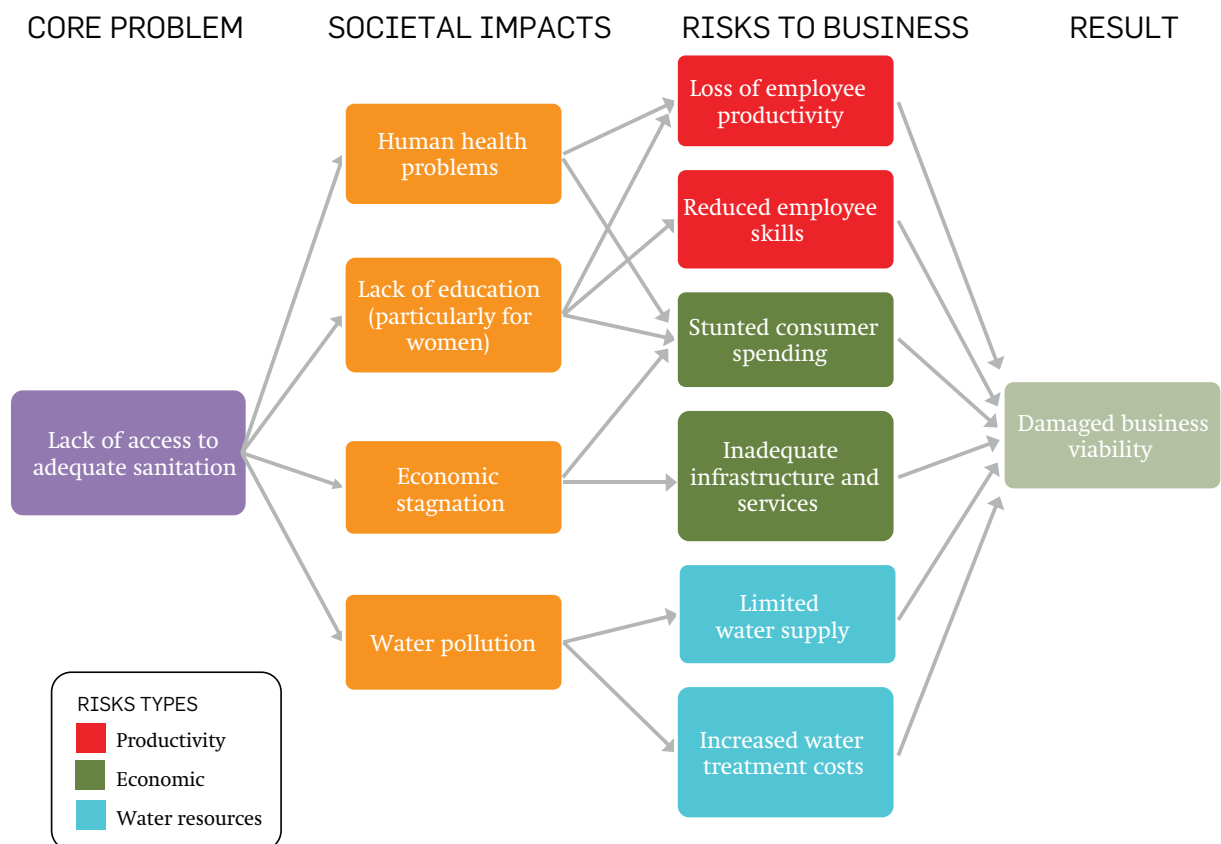
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<sup>1</sup> Appendix B features the list of company and NGO representatives who offered their perspectives on this issue.

# IMPACTS OF THE GLOBAL SANITATION CRISIS ON BUSINESSES

Adequate sanitation coverage is an absolutely necessary component of sustainable development and poverty alleviation in the 21st century. The contamination of people and ecosystems by human waste is one of the most significant contributors to infant and maternal mortality, poor economic growth, and lack of opportunity, especially for women. Figure 2 illustrates how insufficient sanitation services leads to these societal impacts, which in turn create risks for business. Addressing these sanitation-related business risks and impacts and actively contributing to the realization of global sanitation goals can generate a wide range of positive outcomes for businesses. This section therefore explores not only the impact of the sanitation crisis on ecosystems and society and how those translate into risks for business, but also the resulting opportunities for business engagement.

**FIGURE 2:** How the sanitation crisis negatively affects businesses

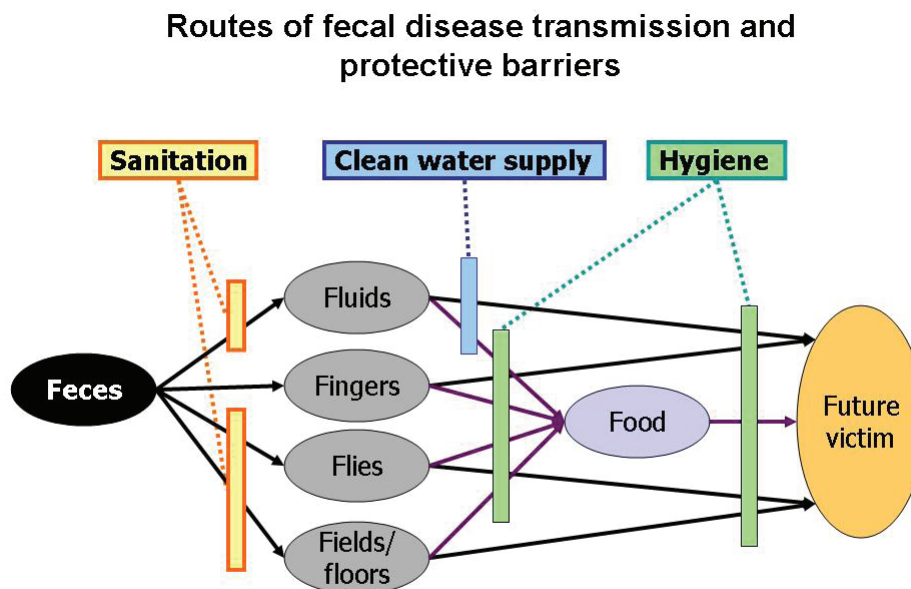


## HEALTH FOR PRODUCTIVITY

Human feces left in the open from unimproved pits and latrines at home, in school, or at the workplace or from open defecation or sewage flushed into shared waterways, often find their way into drinking water supplies and onto the hands of people before they eat, resulting in myriad diseases. For instance, inadequate sanitation is one of the main causes of diarrhea, which causes roughly 500,000 deaths among children under age five every year (UN IGME 2013) and accounts for the malnutrition and stunting of countless others.

Interventions that improve sanitation coverage and promote proper usage mitigate these impacts. The F-diagram shown in Figure 3 depicts the pathways whereby fecal bacteria are transmitted to people and food, and how sanitation can prevent such transmissions. Recent studies show that sanitation interventions reduce the risk of diarrhea by more than 30 percent, often proving more effective than water-related interventions (Cairncross et al. 2010, Fewtrell et al. 2005, Waddington et al. 2009,).

**FIGURE 3:** The F-diagram: Primary routes and solutions to fecal-oral diseases



(Sources: Wagner and Lanoix 1959, World Bank Group 2013)



Such human health impacts can have a devastating effect on a wide range of people, including the employees of major businesses, their suppliers, and the communities in which they operate. Interviews with companies and non-governmental organizations have indicated a belief that companies often have a clear business interest in their employees having reliable access to improved sanitation in the workplace, in their communities, and in their homes.

Ensuring access to improved sanitation at the workplace and sanitation interventions in employees' communities result in workers spending less time staying at home sick or tending to sick children and spending more time in the workplace, where they can contribute to the business and earn money for their families. Improved sanitation gives every covered household an additional estimated 1,000 hours a year to work, study, care for children, and so on (UN-Water 2009). One study puts forth that one disability-adjusted life year, or DALY<sup>2</sup> (that is, one year of productivity), is achieved for every US\$270 invested in the construction and promotion of basic sanitation and for every US\$11.15 invested in the promotion of sanitation (education campaigns, training, etc.) alone (Cairncross and Valdmanis 2006). Estimates suggest that achieving the MDG water and sanitation targets will lead to an overall increase of 3.2 billion productive days, while achieving only the water target would result in less than 1 billion productive days (see Figure 4) (Hutton and Haller 2004). Therefore, for companies, improved sanitation throughout their value chain can greatly reduce absenteeism and improve productivity.

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2 DALYs are a common measure for death and disability at different ages. One DALY can be thought of as one lost year of "healthy" life, and the burden of disease can be thought of as a measurement of the gap between the current situation and one where everyone lives into old age, free of disease and disability (WHO 2009).

## FROM A BUSINESS PERSPECTIVE:

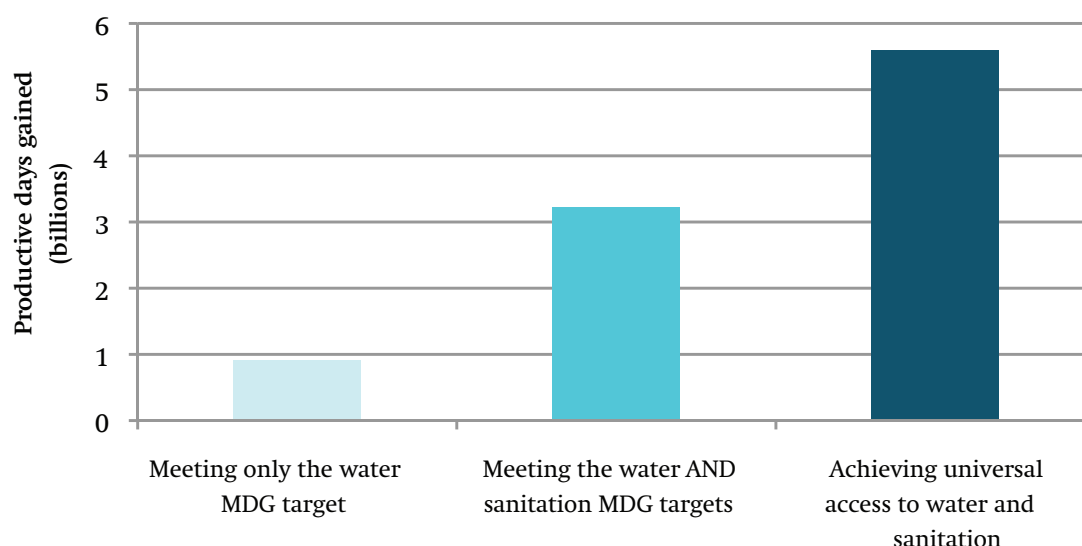
### H&M

"Safe drinking water, proper sanitation/hygiene facilities, and an environment free from toxic waste are basic requirements for essential health and dignity. We believe that investing in workers' health and improving their lives will contribute to decreased absenteeism, worker turnover, and sick leave at our suppliers, which subsequently benefit production productivity and our business outcome. This is one example of how we identify shared value initiatives by which we can have a positive impact both on our business and at the same time on the wider communities we are part of."

**—Anna Eklöf Asp,  
Sustainability Project  
Leader, H&M India**



**FIGURE 4:** Productivity gained due to less diarrheal disease by achieving water and sanitation targets



*(Source: Hutton and Haller 2004)*

## EDUCATION FOR FUTURE TALENT

The impacts of inadequate sanitation on education are manifold, particularly for girls. Children bedridden with sanitation-related diseases such as diarrhea are unable to attend school. When family members become ill, frequently due to sanitation-related concerns, children, typically girls, are often asked to stay home from school in order to care for their family (UNICEF 2012). Further, a lack of proper sanitation systems in schools often leads girls, particularly as they begin to menstruate, to avoid school in order to have privacy for menstrual hygiene (ibid.). Some sanitation-related diseases such as intestinal worms, which affect roughly 400 million schoolchildren every year, are known to impair children's learning abilities, thus further impeding education efforts (ibid.). In turn, this can prevent children from developing high rates of literacy, numeracy, and critical-thinking skills.

The negative effects of inadequate sanitation on education and on economic conditions more broadly can thus work to prevent the development of a skilled workforce. While this in and of itself seriously impairs community members' ability to gain employment and a reasonable standard of living, it also means that businesses, especially those operating in "developing" markets, may have a more difficult time finding employees with the necessary skills. Companies interviewed for this paper recognize inadequate sanitation as a significant barrier to their own talent recruitment and, therefore, to their ability to effectively develop and expand operations in the global south.

Reaching the MDG targets on water and sanitation would result in an estimated increase of 272 million school days per year, while achieving only the water target would result in less than 79 million gained school days per year (Hutton and Haller 2004). Sanitation interventions in communities in which companies operate are therefore critical in promoting education and ensuring a skilled potential workforce and

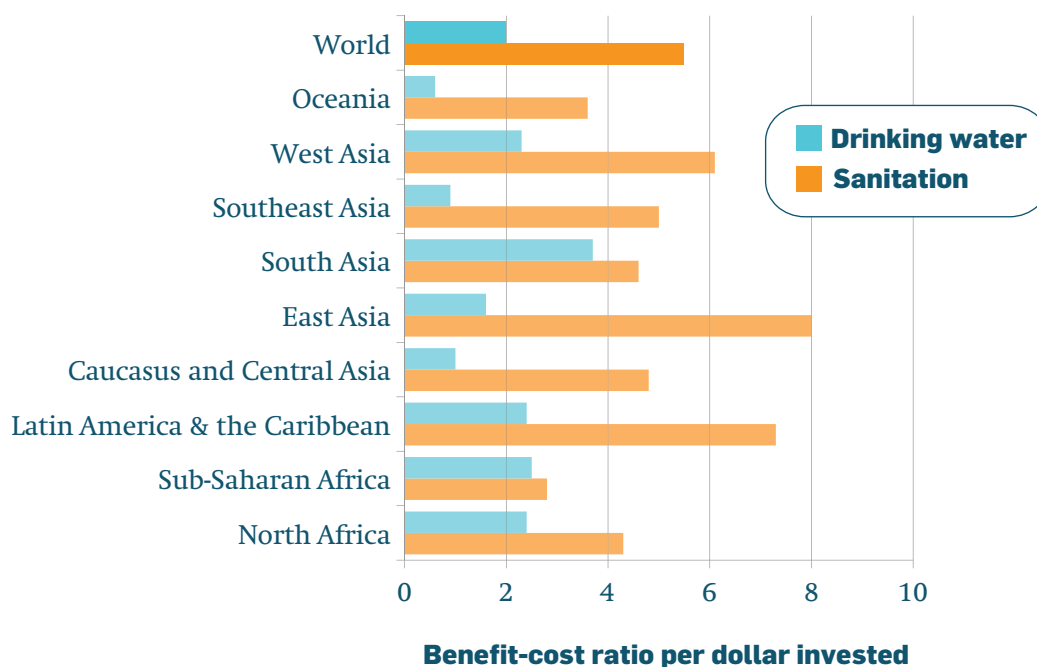
effective talent recruitment.

## STRONG ECONOMIES FOR THRIVING MARKETS

Unimproved sanitation is a major barrier to economies worldwide. Global economic losses associated with inadequate sanitation are estimated at US\$260 billion per year, costing countries between 0.5 percent and 7.2 percent of their GDP (WSP 2005, Sanitation Drive 2015 2014a). In 2006 in India alone, inadequate sanitation resulted in a loss of US\$53.8 billion due to losses from health, water, time spent accessing sanitation services, and tourism, accounting for 6.4 percent of India's total GDP (WSP 2011). From a business perspective, such economic losses suppress consumer purchasing power, hinder effective governance, and prevent investment in the infrastructure that underlies a stable business climate (e.g., roads, power generation, water storage).

If action is taken and the MDG target on sanitation is met, the global economic benefit is estimated at US\$54 billion annually (Hutton 2012). This economic development translates into more investment, improved infrastructure and services that support business development, and potential consumers spending less on health care (and perhaps more on goods and services). The countrywide economic benefits from improved sanitation and hygiene practices are not only very important, but also often cost-effective, with a high return on investment. According to WHO, the global economic return on sanitation spending is US\$5.50 per every dollar invested (ibid.), while other estimates suggest it may be even higher. This is more than double the return on investment for providing access to drinking water (see Figure 5) (ibid.). In short, sanitation interventions are sound long-term investments that help create and maintain economic development.

**FIGURE 5:** Benefit-cost ratio of drinking water and sanitation interventions by region



(Source: Hutton 2012)

## FROM A BUSINESS PERSPECTIVE: DIAGEO

### Diageo's Water of Life (WoL) Program in Ghana

"Over the years, Guinness Ghana have invested in a number of water and sanitation projects ranging from hand pumps, mechanized boreholes, distribution and storage systems and most recently investment in water health centers. The projects have become a major and reliable source of water supply to 70% of beneficiary households. The projects have had a further contribution to women empowerment, with 37% of women utilizing WoL projects for their commercial activities (such as food vending and hair dressing). The amount of time needed to collect water on a daily basis has been reduced by 28%, allowing women and children greater opportunity to participate in community structures. Education of girls is greatly improved in communities with active WoL projects: amongst surveyed communities, there was a 92% increase in girl child school attendance and a 93% improvement in academic performance reported by school heads and teachers. In terms of enterprise development across the 40 surveyed communities, projects support some 34,000 local jobs (representing 32% of beneficiaries that depend on WoL projects for their small scale, cottage industries). The projects have further contributed to a reduction in water-borne diseases from between 3% and 15% in beneficiary communities. These benefits in turn support the long term growth of Diageo's business by building reputation, supporting supply chains, and fostering healthier, more prosperous local communities."

– **Michael Alexander**  
**Head Of Water, Environmental & Agriculture, Diageo**

## SAFE WATER AND ENVIRONMENT FOR REDUCED OPERATIONAL COSTS

In many places around the world, raw sewage is discharged into rivers, polluting freshwater sources used by communities, agriculture, and industry (UN-Water 2010). For example, in India, 80 percent of sewage goes untreated into freshwater sources (CSE 2013). There is compelling research on the ways in which human excreta contaminates waterways, thereby damaging biodiversity and ecosystem function, disrupting fisheries, and causing debilitating health concerns and in many cases human fatality (Corcoran et al. 2010, Pacific Institute 2010, WWAP 2009). The high biological oxygen demand (BOD) load of human excreta, as well as the sensitive nature of many industrial processes and their products (e.g., clothes, detergents, semiconductors), suggests that human waste exacerbates many of the well-documented business risks related to water pollution. Therefore, a lack of sanitation can lead to higher on-site pretreatment costs to make contaminated water usable for industrial purposes, or worse, water supplies are so polluted that they are unavailable for industrial use.

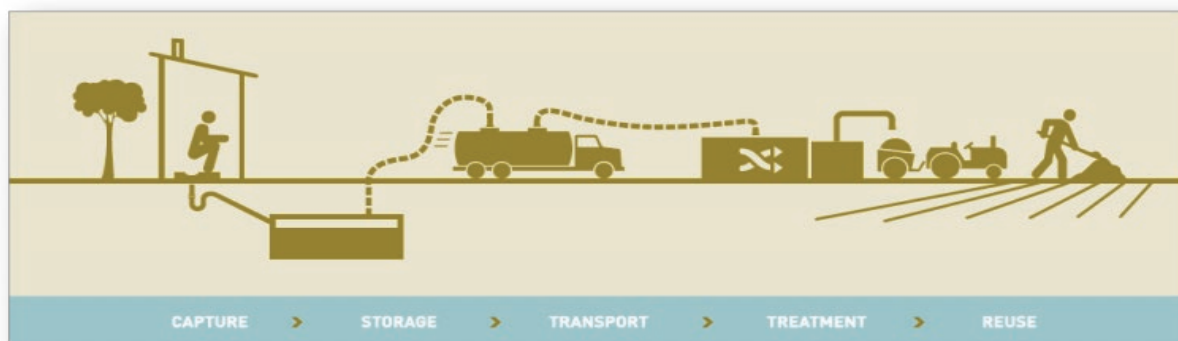
## OTHER OPPORTUNITIES

*Maintaining the social license to operate.* Existing research and interviews with business and NGO representatives suggest that companies that demonstrate a marked positive influence on the communities and ecosystems (water and environment) in which they operate are more likely to strengthen long-term business resilience and encourage local stakeholders to affirm the companies' social license to operate (Rangan et al. 2012, Owen 2007, Klein 2012). Put simply, companies that invest in improving environmental sustainability and social equity locally are more likely to garner credibility throughout the communities in which they operate. This concept of a social license to operate has been a critical driver of corporate sustainability and community investment efforts generally, and it certainly extends to the provision and promotion of sanitation, especially given how sanitation greatly affects so many facets of sustainable development in the local context.

*Enhanced reputation among consumers.* Efforts to improve sanitation conditions can improve a company's reputation among key stakeholders, including consumers, civil society, investors, and the public. The past decade has seen a substantial rise in the extent to which consumers and investors consider the sustainability or social responsibility of companies and their products and services. For instance, in the United Kingdom, expenditure on ethical goods and services has tripled in the last decade (Co-Operative Bank 2009). A different study showed that 81 percent of Koreans, 70 percent of Singaporeans, and nearly half of British consumers are willing to pay a premium for environmentally friendly products (Czarnowski 2009).

*New business ventures.* Finally, sanitation is a source of hundreds of new businesses. One of the greatest hurdles to improved sanitation is creating systems that provide toilets for all and that collect and dispose of excreta cleanly and reliably on a long-term basis. Often, public and donor interventions focus narrowly on the construction of latrines, neglecting, for instance, pit emptying. Effective and robust sanitation requires action across the entire sanitation value chain, including behavior change, waste capture, storage, transport, treatment, and reuse (see Figure 6).

**FIGURE 6:** The sanitation value chain



(Source: Bill & Melinda Gates Foundation 2010)

Arguably, sustainable sanitation necessitates the involvement of private service providers if it is to cover the entire value chain effectively. It requires the development of business models that maintain sanitation systems over the long term and offer products that support clean defecation and hygiene practices, such as soap, sanitary pads, collection pumps, and other products (Water for People 2013, Black and Fawcett 2008). Such models, developed and operated by local entrepreneurs with knowledge of the local context, help ensure that sanitation interventions in urban areas are desired and made use of. The most effective sanitation services are economically viable without perpetual donor intervention, and they are adapted to local needs, cultures, and community circumstances while being treated as a social service as well as a profit-generating enterprise. At the same, this new private sector market has the potential to create jobs for the unemployed and opportunities for local entrepreneurs and global investors. According to the World Bank's Water and Sanitation Programme, in India alone, the national sanitation market is expected to grow from US\$6.6 billion in 2007 to US\$15.1 billion in 2020 (WSP 2011).

Beyond this, there is also potential to collect and reuse human, animal, and food waste as a valuable resource for communities, businesses, and others, especially in urban areas where the storage of human waste is problematic. Several organizations, initiatives, and social entrepreneurs are looking into sanitation-related business models. The International Water Management Institute's Resource Recovery and Reuse Program is testing the feasibility of business models whereby human waste is collected and processed for such purposes in several countries (IWMI 2013).

## FROM A BUSINESS PERSPECTIVE:

### **Hindustan Construction Company**

"HCC is the first Indian company to become a signatory of WASH at the Workplace — a global programme by Geneva-based World Business Council for Sustainable Development (WBCSD). WASH — which stands for water, sanitation, and hygiene — ensures a corporate institution's commitment to provide appropriate access to safe water, sanitation, and hygiene to all employees across all premises under company control. By becoming the first Indian signatory company, HCC reiterates its commitment towards its large and diverse workforce. Due to its active participation in such initiatives and sheer commitment, HCC is now acknowledged for its business model that enables responsible and equitable growth while creating sustainable infrastructure."

## CORPORATE ACTION ON SANITATION

Once a company has acknowledged the business benefits of supporting sanitation conditions at the workplace and in the communities in which it operates, it might still ask, "How can we contribute to addressing the sanitation crisis?" There is no one answer to this important question. Indeed, companies can take a wide variety of actions, ranging in terms of where the actions are implemented, what aspect of sanitation they address, and whether they are expectations, duties, or voluntary actions.

### **TYPE OF ENGAGEMENT**

Corporations' actions on sanitation vary with regard to the relationship between the population served and the company itself (and therefore the degree to which companies are expected and obligated to act). Types of engagement include the following.

#### *Core business operations and value chain*

Though providing access to sanitation is standard practice and often a legal requirement for many organizations in many contexts, there is a clear need for improved workplace sanitation in many parts of the world. Assuring that companies provide sanitation access to all employees in core operations and along the supply chain is considered the minimum expectation for businesses that respect the human right to sanitation, and it should be their first priority.

Adequate sanitation in the workplace entails guaranteeing that employees have access to adequate facilities as well as assuring they are afforded suitable breaks to make use of those facilities. It also means ensuring that fecal matter generated in the workplace is adequately disposed of and does not damage the environment. This aligns strongly with the [WASH at the Workplace](#) initiative, in which companies commit themselves to "implement access to safe water, sanitation and hygiene at the workplace at an appropriate level of standard for all employees in all premises under their control." Separate facilities for men and women should be accessible to all personnel.

Moreover, businesses also have a responsibility for the crucial suppliers and service providers in their value



## Respecting the Human Right to Sanitation

In 2010, the UN General Assembly and Human Rights Council formally acknowledged safe water and sanitation as basic human rights. In 2011, the UN Human Rights Council also endorsed the UN Guiding Principles on Business and Human Rights, which articulate the corporate responsibility to “respect” human rights. Businesses are expected to respect the right to sanitation by taking proactive measures; they must make sure they do not infringe on the rights of employees and community members; and they should address adverse impacts as they arise (Ha et al. 2012). The CEO Water Mandate is currently developing operational guidance on how companies can implement their responsibility to respect the right to water and sanitation.



chain. Especially when these are located in developing countries or poorer areas, businesses should incentivize their suppliers to improve the sanitation in their workplaces. Companies can encourage such outcomes in a variety of ways, ranging from providing resources and toolkits that raise awareness and promote monitoring to instituting procurement standards that require their suppliers to adhere to sanitation standards.

### *Social investment and philanthropy*

Many companies are already going beyond these minimum expectations and trying to contribute to the fulfillment of the right to sanitation outside their direct operations and value chain. Such action has traditionally taken the form of social investment or philanthropy, that is, interventions to implement and maintain sanitation systems in communities and to promote related country-level and international efforts. When considering such actions, companies bear in mind that sanitation is a fundamental human right and thus action in this area has legal implications and societal expectations. First, the ultimate duty to fulfill human rights falls on the state. Companies should avoid making isolated interventions, but rather coordinate with local or national governments and primarily join efforts or contribute to what the authorities are already doing. Corporate efforts should build on and enhance previously established public interest goals and approaches, wherever possible. Second, addressing human rights involves principles such as participation, transparency, and equity. Corporate interventions should therefore be consistent with those core principles; communities must be able to provide input and participate in the development and implementation of such projects that directly affect them.

### *Partnerships and collective action*

Companies and other development actors have recently started to realize the tremendous potential to make a significant contribution to improving sanitation around the world if they join forces. Collective action and partnerships with industry peers, NGOs, the United Nations, and others result in synergies and an increased know-how and capacity for creating a substantive change in tackling the global sanitation crisis, be it in the form of joint programs or advocacy. Business can be a key piece to such partnerships (UN Global Compact 2010). For example, they can provide much-needed financing and technical expertise.

## FROM A BUSINESS PERSPECTIVE:

### The Coca-Cola Company

"The Coca-Cola Africa Foundation's RAIN Water for Schools program provides a targeted opportunity to reach this key vulnerable population, schoolchildren, with clean water, sanitation, and hygiene education interventions. It is intended that these initiatives also catalyze change within the larger community and raise global awareness on the water crisis — particularly as it challenges Africa's promise for development.

The RAIN Water for Schools program builds on The Coca-Cola Africa Foundation's (TCCAF) Replenish Africa Initiative (RAIN), a six-year, \$30 million commitment to provide at least 2 million people in Africa with access to clean water by 2015."

"We have seen firsthand how dedicated latrines for boys, girls, and adults, along with safe water access and hygiene education, can transform school attendance and performance. In addition to the necessary privacy, sanitation enables basic dignity and safety."

—**Greg Koch**  
**Global Water**  
**Stewardship Director**  
**The Coca-Cola Company**

The aspects of sanitation addressed by various actions

Corporate engagement on sanitation, whether focused on direct operations, value chain actors, or communities, can have a range of objectives and promote improved sanitation conditions in a variety of ways, including the following:

- *Financing the provision of services.* Companies can be a key player in providing financing that supports the provision of sanitation systems throughout the sanitation value chain.
- *Promoting hygienic behavior.* Often newly developed sanitation facilities are not widely used because behavioral change is not encouraged. Companies can contribute to sanitation by promoting an awareness of safe sanitation, related hygiene practices like hand washing, and available community sanitation resources.
- *Capacity building.* Companies can advance communities' capacity for sanitation by providing assistance that, for example, aids community members in constructing and maintaining sanitation systems or curriculums that foster better awareness of sanitation issues.
- *Advocacy.* Business can join civil society in facilitating the development and implementation of public policy that advances improved sanitation at the local, national, and international levels.
- *Research and development.* Business often has the skills and capacity needed help identify, create, and implement technological solutions. In collaboration with other actors, companies can invest in developing technologies and business models that support the cost-effective delivery and maintenance of sanitation services. There are several sanitation marketing initiatives where such expertise is proving to be very valuable.
- *Social enterprise interaction.* Social entrepreneurs are delivering creative and market-based solutions to the sanitation crisis around the world. Companies can support such enterprises, thus garnering growth in these fledgling markets.
- *Financing.* Companies can be a key player in providing financing that supports any of the above actions and objectives.

Appendix A offers examples of these engagement types in action.





## FROM A BUSINESS PERSPECTIVE: PEPSICO

### **Private Sector Leadership**

The corporations that win in today's competitive, resource-scarce and hyper-transparent world are those that create real value for society. They are those who see their success as inextricably linked to the success of the world around them. The interconnectedness of water and sanitation on all aspects of economic development is undeniable. According to the United Nations, "For each dollar invested in water and sanitation, on average there is a return of 8 dollars in costs averted and productivity gained." The business leaders who understand this complex dynamic and invest in innovative water solutions and scaling models, are those who realize business value for years to come. "Simply put, healthier families translate into greater economic and educational opportunities in the home, which translate into healthier business leaders, employees and partners," said Dan Bena, with PepsiCo Sustainable Development and Operations Outreach. Water stewardship is an absolute business necessity and PepsiCo is committed to progress in our own operations, via our extensive, global network, by partnering with government and development agencies, and through grants made by our philanthropic arm, the PepsiCo Foundation.

### **The PepsiCo Foundation and Water.org**

Since the beginning of their partnership in 2008, the PepsiCo Foundation has pledged a total of \$12.1MM to Water.org. This investment has been instrumental in the early implementation and scaling of WaterCredit, a market-driven model that trains microfinance institutions (MFIs) to provide micro-loans to households across India related to access to safe water and sanitation. WaterCredit is a non-traditional investment that allows clients to repay loans at market interest rates as they have more time and ability to earn an income. WaterCredit has far-reaching benefits: allowing families to spend less time collecting water, reducing household expenditures on water service and health care, creating healthier living conditions, and enabling more girls to go to school—all resulting in more economic productivity.

# CONCLUSION AND THE WAY FORWARD

Corporate action on sanitation remains nascent. Though many companies are taking action, few are aware of the topic, and even fewer know why and how they should take action. In order to encourage business to do more to address the global sanitation crisis, we need to gain a shared understanding on answers to key questions such as:

- What does it mean in practice for companies to respect the human right to sanitation?
- What principles and values can companies abide by to ensure appropriate and responsible action on sanitation?
- What is the most effective strategy for catalyzing corporation action on sanitation?
- What are the most effective roles for businesses with respect to improving access to sanitation?
- How can companies meaningfully communicate sanitation information to their stakeholders?
- How might corporate policy capture manifest itself with respect to sanitation?

Uncertainty on some of these questions does not mean that companies cannot act now; there is already a strong business case for taking action: the lack of sanitation creates business risk and undermines business viability. Companies should begin by ensuring all their employees and the employees along their supply chain around the world have access to improved sanitation. They can also engage with governments and others to see how they can best support sanitation efforts in the communities and countries in which they operate, both through social investment in sanitation services and advocacy-oriented collective action.

Such action on sanitation provides a variety of business benefits. These include:

- protecting and maintaining high-quality water resources
- supporting the health, talent, productivity, and morale of employees
- contributing to a healthy economy at the local and global level
- supporting the company's social license to operate
- improving the company's reputation among consumers and other key stakeholders
- upholding business values and principles

Moreover, such action from corporates is absolutely essential in realizing the human right to sanitation and achieving the Post-2015 Sustainable Development Goals, in which sanitation is expected to play a core role. In short, sanitation is now recognized as one of the defining sustainable development challenges of the 21st century. Businesses can and must join communities, governments, civil society, and others in driving awareness of and ultimately much-needed progress on this vital issue.

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# APPENDIX A: EXISTING COMPANY EFFORTS TO ADVANCE SANITATION COVERAGE

Though corporate-driven sanitation projects are relatively recent phenomenon, there are an ever-increasing number of companies paying attention to and addressing this important issue. Such action is happening in a number of different ways: 1) companies are simply acknowledging the importance of the problem, 2) seeking to ensure proper sanitation services in their core business operations and value chains, 3) making social investments, and 4) engaging in partnerships and collective actions that advance sanitation coverage. Such efforts also seek to achieve a variety of objectives, ranging from education and awareness to capacity building to actually providing sanitation services. The following table offers a range of examples of companies, drawn from publicly available corporate reports, acknowledging the importance of sanitation, implementing sanitation measures in the workplace, and investing in community-level sanitation projects.

**TABLE A-1: Existing corporate projects related to sanitation**

Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
AkzoNobel	Social investment & philanthropy  Partnerships & collective action	Promoting hygienic behavior	“Since 2006 the Community Program has provided ₦1,5 million financial support for collaborative Red Cross projects in China and Indonesia... The project in Indonesia, also involves AkzoNobel employees, is focused on providing water and sanitation to improve general health.”	<a href="#">AkzoNobel website</a>
Anadarko Petroleum	Social investment & philanthropy	Services provision	“Anadarko has installed drinking water wells to increase access to freshwater in several communities in northern Mozambique. We are also developing projects to increase access to drinking water and sanitation in our project-affected areas in the Palma District. These projects will be launched early 2014.”	<a href="#">CDP 2013</a>
AngloGold Ashanti	Social investment & philanthropy	Capacity building	“Enhancing the company’s reputation through providing assistance, technology and knowledge transfer to communities, resulting in them being able to improve the quality of their available water and sanitation. Where neighbouring communities are able to sustain improved levels of water quality and sanitation, improved living conditions and health are ensured. This has reputational benefits for the company and improved goodwill between the company, regulators and the community. It also results in potentially fewer disruptions by communities to operations in remote areas.”	<a href="#">CDP 2013</a>

Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
Arup	Social investment & philanthropy  Partnerships & collective action	Research & development	<p>“Having completed Phase 1 of the Arup – WTO partnership, in which Arup Singapore’s Water engineering team provided technical advice for SaniShop India, Arup Singapore was awarded funding to continue with Phase 2 of the SaniShop Project and subsequently expanding the SaniShop model into Vietnam and Nigeria.</p> <p>SaniShop is WTO’s social franchise model whereby local entrepreneurs and businesses are equipped to promote and sell sanitation solutions to establish a local sanitation marketplace. This helps to drive down the cost of toilets whilst creating demand for them and improving community health and prosperity in the process.”</p>	
Baxter	Social investment & philanthropy  Partnerships & collective action	Services provision	<p>“In 2012, Baxter launched a project with Philippine Center for Water and Sanitation (PCWS) to improve the water, sanitation and hygiene (WASH) conditions for nearly 1,500 inhabitants of Sitio Silangan, a community within walking distance of the company’s manufacturing facility in Canluband, Philippines, which is located in a water scarce region. In early 2013, Baxter entered into a partnership with Sarar Transformacion SC to implement a community water project near Baxter’s facility in Cuernavaca, Mexico. The project’s goals are to improve water and sanitary conditions at local schools in a surrounding water-stressed area.”</p>	<a href="#">CDP 2013</a>
Bayer	Core business operations & value chains	Services provision	<p>“We use our local presence to support projects which provide access to clean water and sanitation to our employees and the communities in which we operate.”</p>	<a href="#">CDP 2013</a>
Bayer	Core business operations & value chains  Social investment & philanthropy	Services provision	<p>“In December 2011 Bayer adopted a Water Position [140] as part of its sustainability strategy. ... Another element of the program involves support for projects that ensure our employees and the communities near our sites have access to clean drinking water and basic sanitation.”</p>	<a href="#">Sustainable Development Report 2011</a>
Carlsberg	Social investment & philanthropy  Partnerships & collective action		<p>“For every litre of Ramlösa mineral water sold in Sweden, Carlsberg Sverige’s Ramlösa Water Fund donates one litre of clean water to Red Cross water projects in Africa. ... For every litre of Ramlösa mineral water sold in Sweden, Carlsberg Sverige’s Ramlösa Water Fund donates one litre of clean water to Red Cross water projects in Africa. The initiative was launched in June 2011. The goal was to reach 100 million litres of clean water for Africa by the end of 2012, which the project succeeded in achieving in December 2012.”</p>	<a href="#">Corporate Social Responsibility Report 2012</a>



Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
Coca-Cola Company	Social investment & philanthropy  Partnerships & collective action	Services provision	<p>“To date, 40% of our community water projects provide access to water and sanitation that improves health, education, and livelihoods, or supports sustainable economic lift in communities around the world. We are engaged in further internal and external discussions about what it means in practice to respect the human right to water and sanitation, as the United Nations General Assembly resolved in 2010.”</p> <p>“Also during 2011 we began working in the Democratic Republic of the Congo with CARE International to increase access to safe water</p> <p>and sanitation services by constructing hospital water and sanitation infrastructure, installing water points in surrounding communities, and training youth associations to operate and maintain them. In Senegal, we undertook a Water and Development Alliance (WADA) project to enhance access to water and sanitation for approximately 22,500 people in poor, rural, and remote communities. Likewise, our new WADA project in Tanzania will provide water, sanitation, and hygiene services to almost 17,000 people living in ecologically sensitive areas.”</p>	<a href="#">The Water Stewardship and Replenish Report</a>
Coca-Cola Hellenic Bottling	Social investment & philanthropy	Services provision	“In communities: Projects to improve access to safe water and sanitation in Nigeria, Hungary, Romania”	<a href="#">Social Responsibility Report 2011</a>

Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
<b>Colcafé / Grupo Nutresa</b>	Social investment & philanthropy  Partnerships & collective action	Services provision	<p>“The project were developed in the Andres County (Southwest of Antioquia State) and the objective was to sell mild soluble Colombian coffees with a premium of USD50 Cents/kg, and to offer the customers of the private label of the supermarket an option to support low incomes families in an origin country.”</p> <p>...</p> <p>“Participants of the project were:</p> <p>Marks &amp; Spencer, leader supermarket in the UK</p> <p>Fine Foods International</p> <p>Colcafé</p> <p>Andes Coffee Cooperative”</p> <p>...</p> <p>“During the project 48 cesspits were awarded to same number of facilities (only 6% of the families had draining facilities). As a result of this, there was a 70% reduction of fat, oil, domestic solids discharge to running waters in a period of 3 months, and a reduction of 70% in the oxygen biochemical demand for domestic waste in a period of 3 months.”</p>	Colcafé: Sanitary Improvements in Coffee Communities
<b>Colgate Palmolive</b>	Social investment & philanthropy  Partnerships & collective action	Services provision	<p>“In 2012, Colgate established a partnership with Water for People to develop innovative and long-lasting solutions to water, sanitation and hygiene solutions in the developing world. Through our partnership we will reach over 10,000 people in India and Guatemala.”</p>	<a href="#">CDP 2013</a>
<b>Danone</b>	Core business operations & value chains	Services provision	<p>“Ensured employees have access to safe drinking water and sanitation”</p>	<a href="#">CDP 2013</a>
<b>Diageo</b>	Social investment & philanthropy  Partnerships & collective action	Services provision	<p>“Our partnership with social enterprise Ecotact which builds and improves water and sanitation blocks for the urban poor in Kenya.”</p>	<a href="#">Sustainability &amp; Responsibility Report 2012</a>
<b>Diageo</b>	Social investment & philanthropy	Services provision	<p>“In Africa, under our One Million Challenge, we have benefited approximately 4 million people with clean drinking water and sanitation since we launched the project four years ago.”</p>	<a href="#">CEO Water Mandate Communication on Progress 2010</a>
<b>Exelon Corporation</b>	Social investment & philanthropy	Advocacy	<p>“Advocating for water and energy public policy issues based on sound science, competitive markets and universal safe drinking water and sanitation.”</p>	<a href="#">CDP 2013</a>

Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
<b>Firmenich</b>	Social investment & philanthropy  Partnerships & collective action	Services provision  Promoting hygienic behavior	“We believe that by understanding odors that are un-pleasant to humans and delivering—in collaboration with our clients—fragranced products that are affordable to all populations, we have a positive impact on the quality of life of the world’s population. To sustain this effort, we recently initiated a partnership supported by the Bill & Melinda Gates Foundation to identify the offending molecules from latrines in developing countries. This newly generated knowledge will help educate populations to adopt hygienic habits contributing to their health and to the multidisciplinary approach initiated by the Foundation’s Water, Sanitation & Hygiene initiative. “	<a href="#">Sustainability Report 2012</a>
<b>GlaxoSmith-Kline</b>	Social investment & philanthropy  Partnerships & collective action	Promoting hygienic behavior	Our Personal Hygiene and Sanitation Education (PHASE) programme, run in partnership with NGOs, tackles both issues. PHASE has most recently been implemented in high density urban settlements, for example Nairobi, Mumbai and Rio de Janeiro. In 2011 we extended our partnership with the Earth Institute’s Millennium Villages Project to integrate oral healthcare into PHASE.”	<a href="#">CDP 2013</a>
<b>H&amp;M</b>	Social investment & philanthropy  Partnerships & collective action	Services provision  Advocacy	“Imagine if you didn’t have access to a toilet or clean water. This is the reality for over 50% of the students in low-income countries in their schools. This lack contributes to diseases, with negative impacts on education, but also has wider implications on gender equality, development and economic growth in these communities. This is why the H&M Conscious Foundation partnered with WaterAid to provide 250,000 students with access to clean water and toilets in schools and educate them in hygiene practices. Beyond this, the programme will advocate, influence and support policymakers on national and regional level and lobby for the Post2015 framework and the UN Sustainable Development  Goals to include a goal on water and sanitation, with one of the targets being for all schools globally to provide safe water, sanitation and hygiene.”	<a href="#">H&amp;M Conscious Actions – Sustainability Report 2013</a>
<b>Hindustan Construction Company</b>	Core business operations & value chains  Social investment & philanthropy	Services provision	“HCC makes every possible effort to engage in and work for communities within the fence (project affected community), around the fence (community in vicinity of the project site), and beyond the fence (communities under our sphere of influence but beyond our project activity). With respect to within and around the fence, all project sites provide or make arrangement for availing drinking water & sanitation facilities.”	<a href="#">Sustainability Report 2011-12</a>

Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
Hindustan Zinc Limited	Social investment & philanthropy  Partnerships & collective action	Services provision  Promoting hygienic behavior	<p>“Rural Sanitation Project Objective: To reduce incidence of diseases arising out of poor sanitation and unhygienic practices. To construct low-cost toilets in rural households promoting awareness about health &amp; hygiene thereby reducing open defecation. Partners: Action for Community Empowerment (ACE), Bhoruka Charitable Trust (BCT), Social Welfare and Cultural Society(SWCS) &amp; District Administration. Coverage: Identified 45 villages. Work done: Constructed 1200 toilets in the identified villages. Outcome/ Impact: Open defecation has been reduced significantly in 45 identified villages...”</p> <p>“House-hold Sanitation Project Objective: To reduce incidence of diseases arising out of poor sanitation and unhygienic practices. Partners: Action for Community Empowerment, Local Community. Impact: Constructed 230 House-hold toilets in 19 villages. Reduced incidence of poor sanitation and hygiene related disease by 80% in targeted 19 villages. Way forward: 3,200 low cost toilets in 61 villages of 16 Panchayats of four districts.”</p>	<a href="#">UN Global Compact Communication-on-Progress 2011-12</a>
HSBC	Social investment & philanthropy  Partnerships & collective action	Services provision	<p>“With an estimated global population of nine billion by 2050, the pressure on water supplies will continue to grow and, by 2025, 65 per cent of the world’s population will live in water stressed regions. Lack of safe water and sanitation has vast economic, social and humanitarian implications.</p> <p>“Understanding these impacts and putting in place strategies to deal with them, such as HSBC’s environmental partnerships, will benefit generations to come. Lack of safe water and sanitation has vast economic, social and humanitarian implications. [The HSBC Water Programme will] Ensure access to safe water for 1.1 million people and sanitation for 1.9 million in Bangladesh, India, Nepal,</p> <p>Pakistan, Ghana and Nigeria.</p> <p>“...through our partner WaterAid, over 400,000 people now have access to safe water and over 500,000 have better sanitation.”</p>	<a href="#">HSBC Sustainability Report 2013</a>



Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
IKEA	Social investment & philanthropy  Partnerships & collective action	Services provision  Promoting hygienic behavior	“IKEA Social Initiative supports UNICEF’s program in India within health, nutrition and water & sanitation. Over a four year period, the projects supported by IKEA Social Initiative, will directly benefit more than 80 million children and youth and 10 million women. This UNICEF program targets three main areas which are key to a sustainable approach; maternal health and child survival, nutrition, and water and sanitation. Part of the efforts is to provide the most basic conditions for survival to children and women, such as access to immunization, vitamin supplements, oral rehydration salt (ORS) and zinc to treat diarrhoea of children, securing access to health or nutrition workers for pregnant women, new mothers, new-borns and children while building awareness on low-cost, high-impact nutrition practices, household and school sanitation & hygiene promotion, and water safety and supply management.”	<a href="#">IKEA Group Sustainability Report FY12</a>
Imperial Tobacco Group	Social investment & philanthropy	Services provision	“We actively support the community by investing in practical initiatives that contribute towards access to clean drinking water, sanitation and health”	<a href="#">CDP 2013</a>
Inditex	Core business operations & value chains	Services provision	“The Program will support textile factories to reduce water and energy consumption, improve chemical management, reduce wastewater generation/improve water quality, and enhance Occupational Health and Safety (OHS) and Water, Sanitation and Hygiene (WASH) conditions. “	<a href="#">CDP 2013</a>
Merck	Social investment & philanthropy  Partnerships & collective action	Services provision	“Merck has continued its support in 2012 of the Support My School initiative that provides access to clean water and sanitation facilities to schools in India. This effort is in partnership with the Coca-Cola Company, Pearson Foundation and UN Habitat. Merck supports schools in the Bhopal region.”	<a href="#">CDP 2013</a>
Nestlé	Social investment & philanthropy	Services provision	“*Contribute to the universal goal of translating the human right to water and sanitation into reality. *Support this worldwide, in areas close to our operations, by fostering access to clean drinking water and sanitary installations, as well as water, health and hygiene education.”	<a href="#">CDP 2013</a>
Nestlé	Social investment & philanthropy  Partnerships & collective action	Services provision	“Since 2007, we have worked with the International Federation of Red Cross and Red Crescent Societies (IFRC) and the Red Cross Society of Côte d’Ivoire to provide water and sanitation facilities and hygiene training in Côte d’Ivoire. More than 60,000 adults and children have already benefited, and the programme will be further extended in the next three years covering 55 schools, 65 communities and at least 53,000 beneficiaries in the cocoa-growing areas of Côte d’Ivoire.”	<a href="#">Nestle Creating Shared Value Summary Report 2011</a>

Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
Pentland Group	Social investment & philanthropy  Partnerships & collective action	Services provision	“Our associate company Hunter helps provide clean water to the world’s poorest people with sales of its limited edition “Hunter for WaterAid” wellington boots. In 2010 and 2011, Hunter’s contribution went towards WaterAid’s work in Madagascar, where just 41% of the population has access to a safe water supply and only 11% to adequate sanitation. Its support helped the charity to give over 32,000 people access to clean water, and nearly 27,000 access to sanitation facilities.”	<a href="#">Corporate Responsibility Review 2011</a>
PepsiCo	Social investment & philanthropy  Partnerships & collective action	Financing	<i>“The PepsiCo Foundation and the Inter-American Development Bank (IDB)</i>  This partnership began in 2011 when, with a \$5MM grant, the PepsiCo Foundation became the first private sector donor to the AquaFund, a fund launched by the IDB to catalyze innovation in providing water and sanitation access in Latin America and the Caribbean (LAC). The IDB and the PepsiCo Foundation, through the AquaFund, aim to facilitate access to safe water and improved sanitation, and health-related benefits for half a million people in LAC by 2015. Funding for AquaFund is also intended to: improve regulatory and policy institution reform; provide capacity building at the provider, state and national level; finance integrated water resource management, including protection and decontamination efforts; conduct pre-feasibility, feasibility and preparatory studies for the design of sustainable projects; create and strengthen regional and national water and sanitation partnerships; increase awareness in the region and provide training about common water issues, policies, strategies and best practices; and support the development of innovative pilot programs that have a potential for replication or scaling-up in a country or sub-region.”	Correspondence
Pfizer	Miscellaneous / Unclear	Miscellaneous/ Unclear	“Pfizer’s global health programs include investments designed to address global health issues and improve care for underserved populations, which can include helping to address sanitation needs, preventable blindness, and access to clean water”	<a href="#">CDP 2013</a>
Philip Morris	Social investment & philanthropy  Partnerships & collective action	Services provision	“PMI is funding a multi-year “Enhancing Rural Livelihoods” program across Malawi, Mozambique and Tanzania implemented by Total Land Care Global (TLC). The program helps preserve forests, build schools and provide villages with clean water, improved sanitation and fuel-efficient stoves.”	<a href="#">CDP 2013</a>

Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
Premier Oil	Social investment & philanthropy  Partnerships & collective action	Services provision	“We funded a project to improve sanitation facilities in Pechadar Village, which involved the construction of toilets. We are also supporting a mass sanitation project run by the Silchar Municipal Board (SMB) for slums in Silchar and Rongpur, and have also provided five waste trolleys to the SMB to help with rubbish collection and disposal around Silchar.”	<a href="#">2007 Social Performance Report</a>
Reed Elsevier	Miscellaneous / Unclear	Miscellaneous / Unclear	“The Environmental Challenge is a competition which awards prizes (totalling \$75,000) to projects that improve sustainable access to water and improved sanitation where it is presently at risk. Projects are granted free access to Reed Elsevier products (such as scientific research or engineering information) to develop their idea to a proposal for the challenge.”	<a href="#">CDP 2013</a>
Safaricom	Social investment & philanthropy  Partnerships & collective action	Services provision	“Philanthropy to Girl Child Network. Provision of sanitary towels & underwear & construction of latrines in the Rift Valley. Mumbuni Boys High School in Machakos has benefited from an ablution block that will help curb the high incidences of sanitation related diseases among the students due to poor sanitation. The ablution block worth Kshs. 550,000 was constructed through funding from Safaricom Foundation.”	<a href="#">Safaricom Foundation website</a>
SEKEM Group	Social investment & philanthropy	Promoting hygienic behavior	“The SEKEM Medical Center is part of a comprehensive plan for community development for offering health care services to SEKEM employees and the general public. It was established under the umbrella of the SEKEM Development Foundation in 1995. Education and health awareness programs for patients are designed to meet the needs of the local community. People are told about sanitation and hygiene, provided with information on health, nutrition, disease prevention and environmental issues, and are motivated to use the services of the Medical Center for preventive and curative treatments.”	<a href="#">Report on Sustainable Development 2011</a>
Starbucks	Social investment & philanthropy	Promoting hygienic behavior	“So far more than \$7.38 million has been granted to help support water, sanitation and hygiene education programs in water-stressed countries – benefiting more than 430,000 people around the world. In 2012 two new grants were made in East Africa, an important coffee-growing region for Starbucks.”	<a href="#">CDP 2013</a>

Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
<b>Talisman Energy</b>	Social investment & philanthropy  Partnerships & collective action	Promoting hygienic behavior  Capacity building	“In 2010, we made a commitment to contribute \$1 million over five years to the Centre for Affordable Water and Sanitation Technology (CAWST). The Calgary-based, not-for-profit organization provides education, training and technical consulting in water and sanitation to organizations that serve the poor in developing countries. Talisman funds will be used to grow a global network of water expertise and training to improve access to clean drinking water and sanitation in areas of greatest need in developing countries.”	<a href="#">Corporate Responsibility Report 2010</a>
<b>Tata Sponge Iron</b>	Social investment & philanthropy  Partnerships & collective action	Services provision	“In line with Govt. of India’s Rural Sanitation Programme and to propagate healthy sanitation habits / discourage open defecation, the Company provided 54 rural household toilets and plans to provide another 46 during the coming years. It has also provided toilets blocks at Public Health Centre Basudevpur, Anseikala High School & Lahanda Munda Sahi Pry. School.”	<a href="#">UN Global Compact Communication on Progress 2012</a>
<b>Tata Steel</b>	Social investment & philanthropy  Partnerships & collective action	Services provision	“The Company has also joined hands with UNICEF’s Water and Sanitation (Watsan) programme and has been implementing it in 202 villages by installing tubewells and constructing low cost toilets.”	<a href="#">Tata Steel Corporate Initiatives</a>
<b>Tata Steel</b>	Social investment & philanthropy	Services provision	“To address the water and sanitary needs of the students, Tata Steel Rural Development Society provides infrastructure for water and sanitation facilities in educational institutions located in hinterlands.”	<a href="#">Tata Steel Press Release, 5 Jan. 2013</a>
<b>Unilever</b>	Social investment & philanthropy  Partnerships & collective action	Promoting hygienic behavior	<p>“In 2001, the World Toilet Organization declared 19 November as World Toilet Day. Domestos, our household care brand, has sponsored World Toilet Day since 2009 to raise awareness of toilet sanitation and to help improve conditions worldwide.</p> <p>In 2013, following advocacy efforts by Unilever, WTO and our partners, United Nations member states voted unanimously to designate this day as the UN’s official World Toilet Day.</p> <p>For the first time Unilever/Domestos brought together all the voices campaigning for sanitation by creating an umbrella theme for World Toilet Day 2013 – We Can’t Wait. This theme was adopted and/or supported by the UN, World Toilet Organization, WaterAid, Water Supply and Sanitation Collaborative Council (WSSCC), Water.org (including co-founder Matt Damon), the Singaporean Foreign Ministry, UNICEF, London School of Hygiene and Tropical Medicine and End Water Poverty Now, amongst other World Toilet Day campaigning organisations.”</p>	<a href="#">Unilever – Website – Better Sanitation</a>



Company	Engagement type(s)	Engagement objective(s)	Report excerpt	Source
Unilever	Social investment & philanthropy  Partnerships & collective action	Research & development	“The publication of three joint advocacy reports, ‘Toilets for Health’ and ‘Mapping Sanitation Solutions’, in collaboration with the London School of Hygiene and Tropical Medicine, has provided new insights into the sanitation crisis. ‘We Can’t Wait’ in collaboration with WaterAid and the Water Supply and Sanitation Collaborative Council (WSSCC) examines the plight of women in the sanitation crisis and the urgency required to address it. These, together with high-profile campaigns with more partners including UNICEF, Water & Sanitation for the Urban Poor (WSUP) and World Toilet Organization (WTO), have helped to shift the policy agenda, with more focus being put on sanitation.”	<a href="#">Unilever – Website – Better Sanitation</a>
Unilever	Social investment & philanthropy  Partnerships & collective action	Research & development	“Unilever has united businesses, NGOs, academics and social entrepreneurs who share the ambition to tackle the sanitation crisis. Partners include Kimberly Clark, the World Bank, the London School of Hygiene and Tropical Medicine and the World Toilet Organization.  During 2013, the partners completed four workstreams– to map current sanitation models, identify critical success factors, develop demand-creation propositions, and explore future ‘leapfrog’ models and technologies. The results of this work will be used to develop optimised rural and urban market-based sanitation models.”	<a href="#">Unilever – Website – Better Sanitation</a>
Xylem	Social investment & philanthropy	Promoting hygienic behavior	“ITT Watermark is our new philanthropy program to make a sustainable mark in the world by providing safe water to children and families in need. We are committed to ensuring safe water, sanitation and hygiene education to 300 schools in water-stressed regions of the developing world. Employees of ITT are encouraged to partake in voluntary trips or emergency training, to contribute with monetary donations, as well as to participate in local activities involving informing people about the water issues.”	<a href="#">Xylem Watermark: FAQs</a>

## APPENDIX B: LIST OF COMPANY AND NGO REPRESENTATIVES INTERVIEWED

A variety of company representatives as well as a few NGO representatives were interviewed on questions regarding business and sanitation. This occurred both as interviews related to the CEO Water Mandate's upcoming Guide to Aligning Business Practices with the Human Right to Water and Sanitation, as well as interviews conducted largely with this project in mind. Table B-1 lists the company and NGOs representatives that have provided us feedback with respect to business and sanitation.

**TABLE B-1:** Company and NGO representatives interviewed

Name	Organization	Type
Hugh Share	Anheuser-Busch InBev	Company
Ken Caplan	Building Partnerships for Development in Water and Sanitation	NGO
Greg Koch	The Coca-Cola Company	Company
Nicky Black	De Beers	Company
Roberta Barbieri	Diageo	Company
Melissa Fifield	Gap Inc.	Company
Michael Glade	MolsonCoors	Company
Jorge Arango	Grupo Nutresa	Company
Felix Ockborn	H&M	Company
Manoj Chaturvedi	Hindustan Construction Company	Company
Krishna Chaitanya Rao	International Water Management Institute	NGO
Christian Frutiger	Nestlé	Company
Dan Bena	PepsiCo	Company
Nicol Gagstetter	Rio Tinto	Company
Neha Bhandari	Tata Chemicals	Company
Alka Talwar	Tata Chemicals	Company
Rebecca Marmot	Unilever	Company
Danielle Morley	Twenty50 Sustainability	NGO
Dave Hillyard	WaterAid	NGO
Kate Holme	WaterAid	NGO
Andrés Hueso	WaterAid	NGO
Scott McCready	WaterAid	NGO
Tom Slaymaker	WaterAid	NGO



The CEO Water Mandate is a special initiative of the UN Secretary-General and the UN Global Compact, providing a multi-stakeholder platform for the development, implementation, and disclosure of corporate water sustainability policies and practices. The UN Global Compact is the world's largest corporate sustainability initiative with over 7000 corporate participants and other stakeholders from more than 140 countries. The UN Global Compact is based on ten principles in the areas of human rights, labour standards, the environment, and anti-corruption.

## **The CEO Water Mandate's six core elements:**

### **DIRECT OPERATIONS**

Mandate endorsers measure and reduce their water use and wastewater discharge and develop strategies for eliminating their impacts on communities and ecosystems.

### **SUPPLY CHAIN AND WATERSHED MANAGEMENT**

Mandate endorsers seek avenues through which to encourage improved water management among their suppliers and public water managers alike.

### **COLLECTIVE ACTION**

Mandate endorsers look to participate in collective efforts with civil society, intergovernmental organizations, affected communities, and other businesses to advance water sustainability.

### **PUBLIC POLICY**

Mandate endorsers seek ways to facilitate the development and implementation of sustainable, equitable, and coherent water policy and regulatory frameworks.

### **COMMUNITY ENGAGEMENT**

Mandate endorsers seek ways to improve community water efficiency, protect watersheds, and increase access to water services as a way of promoting sustainable water management and reducing risks.

### **TRANSPARENCY**

Mandate endorsers are committed to transparency and disclosure in order to hold themselves accountable and meet the expectations of their stakeholders.