

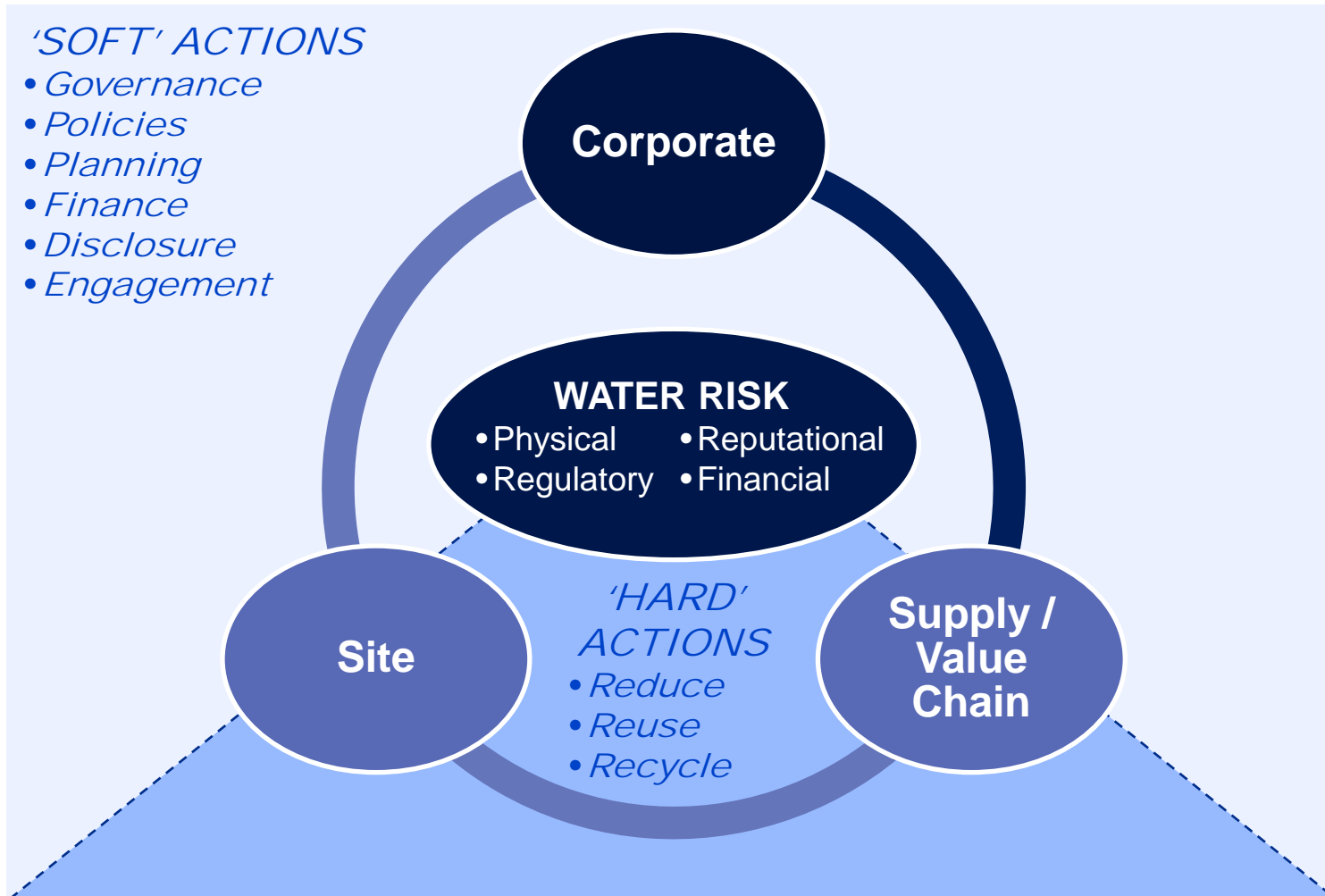
CEO WATER MANDATE

Some Thoughts on Good Corporate Water Management

Working Conference

16 May 2011

What are the “spheres of influence” for action on water?



Ceres Framework for Corporate Water Management

Activities

Assessment

- Data gathering
- Risk identification & assessment

Management & governance

- Policies & standards
- Business planning
- Governance, oversight & accountabilities

Engagement & Disclosure

- Stakeholder engagement
- Disclosure



Principal Focus

Corporate

Secondary Focus Areas

Direct operations
(Sites)

Supply chain &
suppliers

Aspect	Initial Steps	Advanced Progress	Leading Practice	Importance
DATA GATHERING				
Collects and monitors data on the company's own regulatory compliance, water use & discharge	Company compiles and monitors data on regulatory compliance, water withdrawals, water consumption and wastewater discharge for some of its direct operations	Company compiles and monitors data on regulatory compliance, water withdrawals, water consumption and wastewater discharge for all direct operations	Company compiles and monitors data on regulatory compliance, water withdrawals, water consumption, water reuse/recycling and wastewater discharge for all direct operations	
Collects and monitors data on external factors affecting direct water sources	Company identifies and tracks some external factors currently affecting water sources for key facilities	Company identifies and tracks a wide range of external factors affecting current and future sustainability of water sources for key facilities	Company identifies and tracks a wide range of external factors affecting the current and future sustainability of all water sources upon which the company's direct operations rely	

The actions across the “spheres of influence” will be affected by a range of factors

Risk

- Nature
- Analysis/Interpretation
- Perceptions

Capacity / Resources

- Budget
- Time
- Personnel

Leading Practice

- Risk Assessment
- Valuation of Water
- Governance

Journey

- Awareness
- Understanding
- Action