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## Item 03. Proposed Project Working Group Composition for the review of *GRI 303: Water*

### FOR GSSB APPROVAL

<b>Date</b>	2 March 2017
<b>Meeting</b>	7 March 2017
<b>Project</b>	Review of <i>GRI 303: Water</i>
<b>Description</b>	<p>The Global Sustainability Standards Board (GSSB) has initiated a project to update its water reporting standard – <i>GRI 303: Water</i>. In line with the GSSB’s Due Process Protocol, a multi-stakeholder Project Working Group will be formed to develop content for the review of <i>GRI 303</i>.</p> <p>This paper presents the proposed PWG composition – for discussion and approval by the GSSB.</p>

This document has been prepared by the GRI Standards Division. It is provided as a convenience to observers at meetings of the Global Sustainability Standards Board (GSSB), to assist them in following the Board’s discussion. It does not represent an official position of the GSSB. Board positions are set out in the GRI Sustainability Reporting Standards. The GSSB is the independent standard-setting body of GRI. For more information visit [www.globalreporting.org](http://www.globalreporting.org).

# Background

The Global Sustainability Standards Board (GSSB), GRI's independent standard setting body, has initiated a project to update its water reporting standard – [GRI 303: Water 2016](#) (hereafter 'GRI 303').

In line with the GSSB's [Due Process Protocol](#), a multi-stakeholder Project Working Group (hereafter 'PWG') will be formed to develop content for the review of GRI 303.

Between 16 January and 19 February 2017, the GSSB issued an open call for PWG nominations to review GRI 303. This paper presents the proposed PWG composition – for discussion and approval by the GSSB.

For more information about the project and the mandate of the PWG, please see the [Project Proposal](#) and [Terms of Reference](#).

## Overview of applications received

The GRI Standards Division received a total of 53 applications, most of which were very well qualified applicants. Table I below provides an overview of the applications received by constituency group and region.

Item 04 includes an overview of all applications received and relevant background information. The application has been anonymized and personal information removed.

**Table I. Overview of applicants by constituency group and region**

	Business Enterprise	Civil Society Organization	Investment Institution	Labor	Mediating Institution	Total
Africa	0	0	1	0	0	1
Asia	6	2	0	0	3	11
Europe	8	5	3	0	8	24
North America	4	2	1	0	5	12
Latin America	1	0	0	0	1	2
Oceania	0	0	0	0	3	3
Total	19	9	5	0	20	53

## Selection process and criteria

All applications were reviewed with the support of the GSSB project sponsor, and the Standards Division interviewed shortlisted candidates.

In line with due process, the PWG membership should reflect a balance of multi-stakeholder constituencies. As a minimum, the PWG shall have at least one person drawn from each of the constituencies on which the membership of the GSSB is based: Business Enterprise (or reporters

26 more generally), Civil Society, Investment Institutions, Labor, and Mediating Institutions.<sup>1</sup>  
27 Geographical, gender and cultural diversity are also considered.

28 In selecting applicants, the Standards Division and GSSB sponsors applied the criteria outlined on  
29 page 6 of the Terms of Reference, these include:

- 30 • Relevant knowledge of sustainability reporting
- 31 • Familiarity with the needs of users of sustainability reports
- 32 • Related experience with multi-stakeholder initiatives
- 33 • Understanding of and willingness to work in a consensus-based multi-stakeholder PWG
- 34 • Ability to participate in PWG meetings held in English and provide written English feedback  
35 when requested

36 In addition, selection criteria also included relevant knowledge and experience in water management  
37 and water reporting, and availability to perform the role.

## 38 Proposed Project Working Group Composition

39 Table 2 presents the proposed Project Working Group Composition, with additional background  
40 information for each proposed candidate – for GSSB discussion and approval. Personal information  
41 of candidates has been anonymized.

42 The Standards Division has received an exceptionally-large pool of qualified candidates, including  
43 very strong subject-matter experts. Most of these applicants met all selection criteria outlined in the  
44 Terms of Reference of the project.

45 To narrow down the list of shortlisted candidates, the Standards Division and GSSB sponsors aimed  
46 to ensure that the proposed composition represented a balanced set of perspectives and expertise  
47 in different content-related areas, including:

- 48 • Knowledge of water stewardship practice and challenges
- 49 • Knowledge of water reporting practice and reporting challenges
- 50 • Knowledge of water reporting instruments (frameworks, tools, metrics) and thorough  
51 understanding of their advantages and disadvantages both compared between each other and  
52 compared to *GRI 303*
- 53 • Knowledge of and practical experience with using *GRI 303*
- 54 • Knowledge of and practical experience with using *GRI 306: Effluents and Waste*
- 55 • Experience with context-based metrics development
- 56 • Experience with water risk metrics development
- 57 • Experience with water accounting metrics development
- 58 • Experience with water reporting in the supply chain and on a product level
- 59 • Representation of sectors with intensive water use, to which water is a key materiality issue.

60 With the proposed Project Working Group composition the Standards Division aimed to strike the  
61 balance between different viewpoints and constituencies.

62 The proposed Working Group membership contains 5 internationally-respected content experts  
63 (from Civil Society and Mediating Institutions); 4 investor representatives (from Mediating

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<sup>1</sup> See page 5 of the Terms of Reference for a description of each constituency group.

64 Institutions and Investment Institutions), who bring a strong investor and risk perspective; and 4  
65 Business representatives. The Business representatives were selected based on either their  
66 leadership and experience in the water reporting space, and/or their deep understanding of practical  
67 reporting challenges.

68 In addition, representatives from CDP and SASB are also recommended as part of the Working  
69 Group membership. Given that both CDP and SASB are undertaking a review of their own water  
70 metrics over the same timeframe, having their active participation in the Working Group presents a  
71 critical opportunity to better align content across these standards and to reduce the reporting  
72 burden for companies.

73 The proposed group does not include representatives from the Labor constituency, as no Labor  
74 applications were received. However, the Standards Division believes the Labor viewpoint is less  
75 critical for the review of *GRI 303*, and can be adequately represented through the involvement of the  
76 GSSB, input from GRI's Stakeholder Council and Board, and/or specific engagement with Labor  
77 representatives during the public comment period.

78 Overall, the Standard Division is confident that the proposed Project Working Group composition  
79 will bring together some of the world's leading experts in water management and reporting,  
80 together with balancing perspectives from investors and businesses. This group dynamic should help  
81 ensure that the revised version of *GRI 303: Water* aligns with global best practice, but is still  
82 accessible and user-friendly for reporters.

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#### 84 *Additional proposed outreach*

85 Given the sheer quantity and quality of applications received, the Standards Division proposes to  
86 convene an Expert Review Panel to enable additional experts to participate in this review process.  
87 The Panel would be invited to review the draft Standard before it goes out for public comment, and  
88 the Project Working Group could call upon the Panel at any time throughout the process to seek  
89 advice or feedback on specific matters under consideration.

90 In addition, the Standards Division proposes to organize webinars and/or workshops during the  
91 public comment period in order to reach specific regions of the world not sufficiently represented in  
92 the Project Working Group, namely Asia.

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# Proposed Project Working Group Composition

94 **Table 2. Proposed Project Working Group Composition**

#	Name	Organization	Constituency	Region (Country)	Background & Specific areas of expertise
1	<b>Candidate 1</b> Senior Associate	<b>WRI</b>	<b>Civil Society Organization</b>	North America (USA)	<ul style="list-style-type: none"> <li>• Environmental professional with 6 years of direct experience in water risk assessment - managed the technical development of the Aqueduct Water Risk Atlas, the world's first online database and standard for measuring water risk and investment opportunities and number 1 source of global water risk information.</li> <li>• Member of the CDP Water Advisory Council and co-author of the UN Global Compact CEO Water Mandate Corporate Water Disclosure Guidelines.</li> <li>• Extensive expertise with water risk indicator development, including Bloomberg Terminal and MSCI's ESG Research risk assessment methodology.</li> <li>• Developed and lead WRI's corporate engagement on water and advisory services, a new practice designed to assist Fortune 500 companies (or international equivalent) with innovative water reporting, risk, opportunity and stewardship analysis, including companies such as Nestle, PepsiCo, Unilever, P&amp;G, Colgate, McDonalds, Cargill, Mars, Facebook, Google, and others.</li> <li>• Brings critical content expertise in water risk assessment.</li> </ul>
2	<b>Candidate 2</b> Senior Advisor, Water & Finance	<b>WWF</b>	<b>Civil Society Organization</b>	Europe (The Netherlands)	<ul style="list-style-type: none"> <li>• Over 20 years of experience in water and environment, finance and infrastructure, providing advice to private and public sector institutions across several countries in Southeast Asia, the Middle East, Africa, and Europe.</li> <li>• Extensive knowledge of sustainability reporting through engagement with corporate and finance partners on their reporting capacities and needs.</li> <li>• Brings critical content expertise in water risk indicator development.</li> </ul>

#	Name	Organization	Constituency	Region (Country)	Background & Specific areas of expertise
3	<b>Candidate 3</b> Interim Director, IUCN Global Water Program	<b>IUCN</b>	<b>Civil Society Organization</b>	Europe (Switzerland)	<ul style="list-style-type: none"> <li>Over 20 years of experience in water resources management, including IWRM, water services, and governance with international organizations, inter-governmental agencies, private sector consultancies and internal donors.</li> <li>Extensive experience working with mining and extractives and food and beverage sectors helping them develop internal KPIs for sustainability reporting, determine water measurement protocols, internal reporting, automated data collection and sharing, and improvements in site and corporate based planning for water resource risk management.</li> <li>Technical assistance, policy work, capacity development and training experience in over 25 countries.</li> <li>Brings critical content expertise in water resources management.</li> </ul>
4	<b>Candidate 4</b> Senior Technical Manager	<b>CDP</b>	<b>Civil Society Organization</b>	Europe (UK)	<ul style="list-style-type: none"> <li>20 years of experience in the corporate responsibility and sustainability field, including environmental and social reporting, standards development, research and analysis, thought leadership, strategy, stakeholder engagement.</li> <li>Critical to have alignment with CDP due to parallel timeframe of the organization revising the CDP Water Questionnaire, one of the most used water impact measurement tools in the corporate sector next to WRI's Aqueduct Water Risk Atlas.</li> </ul>
5	<b>Candidate 5</b> Sector Analyst, Consumer Staples Products	<b>SASB</b>	<b>Civil Society Organization</b>	North America (USA)	<ul style="list-style-type: none"> <li>SASB's involvement is of significant importance in the endeavor to harmonize metrics, identified as one of the priority areas in the scope of the GRI 303 review.</li> </ul>
6	<b>Candidate 6</b> President/Head	<b>Pacific Institute</b>	<b>Mediating Institution</b>	North America (USA)	<ul style="list-style-type: none"> <li>Sustainability thought leader with over 20 years of experience in corporate sustainability and water stewardship.</li> <li>Head of the CEO Water Mandate, an initiative of the United Nations Global Compact, co-founder of the Alliance for Water Stewardship (AWS), a global initiative that has developed and is now implementing a freshwater</li> </ul>

#	Name	Organization	Constituency	Region (Country)	Background & Specific areas of expertise
					<p>certification program to advance responsible water practices by water providers and large-scale users.</p> <ul style="list-style-type: none"> <li>• Brings critical content expertise in water stewardship.</li> </ul>
7	<b>Candidate 7</b> Manager, Environmental Stewardship and Social Progress	<b>ICMM</b>	<b>Mediating Institution</b>	Europe (UK)	<ul style="list-style-type: none"> <li>• Lead of ICMM's water stewardship program with focus on catchment-based water risk assessments, development of multi-stakeholder partnerships to address shared water challenges, and development of ICMM's own water reporting framework for the mining and metals industry.</li> <li>• Brings in sector perspective from the extractives industry. ICMM is in the process of finalizing the water reporting guideline, for which they have done an extensive analysis of reporting practice in their stakeholder network and hence bring in very recent and very relevant knowledge of reporting challenges but also solutions to bring consistency to reporting across companies.</li> </ul>
8	<b>Candidate 8</b> Manager, Environmental Issues	<b>UN PRI</b>	<b>Mediating Institution</b>	Europe (UK)	<ul style="list-style-type: none"> <li>• Dual experience in investment and mining and metals sectors.</li> <li>• Facilitates investor-company dialogues on environmental risk in direct operations and supply chains of different sectors including apparel, food, beverage and extractives.</li> <li>• Brings critical investor perspective.</li> </ul>
9	<b>Candidate 9</b> Active Shareholder Specialist	<b>ACTIAM</b>	<b>Investment Institution</b>	Europe (The Netherlands)	<ul style="list-style-type: none"> <li>• Responsible for integration of water risk into ACTIAM's responsible investment instruments and advancing corporate and investor strategies through strategic collaboration with CERES Water Hub, UN PRI Water Risk working group, and CDP.</li> <li>• Brings direct asset management perspective and thorough understanding of investor needs.</li> <li>• Has conducted an overview of all metrics incorporating water risk indicators and has a thorough understanding of what those are.</li> </ul>
10	<b>Candidate 10</b> Director, Investor	<b>CERES</b>	<b>Investment Institution</b>	North America (USA)	<ul style="list-style-type: none"> <li>• Recognized thought leader in responsible investment with over 20 years of experience in financial markets.</li> </ul>

#	Name	Organization	Constituency	Region (Country)	Background & Specific areas of expertise
	Initiative, Water Program				<ul style="list-style-type: none"> <li>• Focuses on integrating Environmental Social and Governance water indicators into portfolio management processes.</li> <li>• Provides strategic leadership to the CERES Investor Water Hub, a working group of over 70 institutional investors, with the objective to collectively evolve ESG and water integration approaches.</li> <li>• Lead author of An Investor Water Handbook, developed a water standard for green bond market, speaker at key responsible investment events.</li> <li>• Brings critical content expertise from an investor's perspective.</li> </ul>
11	<b>Candidate 11</b> Senior Environmental Specialist	<b>Industrial Development Corporation of South Africa</b>	<b>Investment Institution</b>	Africa (South Africa)	<ul style="list-style-type: none"> <li>• Environmental professional with over 15 years of expertise in environmental and social due diligence for new investments, with a focus on water-related risk analysis within the IDC's investment portfolios, including agriculture, chemicals, textiles and the extractives industry (mining).</li> <li>• Responsible for IDC's CDP Water reporting, represents IDC at the Strategic Water Partnership Network (SWPN) - a government-private sector partnership that incubates collaborative solutions and projects in the water sector, member of the Water Institute of South Africa (WISA).</li> <li>• Developed IDC's Water Strategy, which enables IDC to consider water-related risk in investment decisions.</li> <li>• Has thorough understanding of water related risks in the supply chain and associated contextual factors across sectors and the approach to address these through the GRI Standard.</li> </ul>
12	<b>Candidate 12</b> Manager, Corporate Social Responsibility	<b>Heineken</b>	<b>Business Enterprise</b>	Europe (The Netherlands)	<ul style="list-style-type: none"> <li>• Business professional with 20 years of experience in the corporate sector, currently leading Heineken's global sustainability program and reporting.</li> <li>• In depth knowledge of reporting challenges at an operational level as well as reporting needs at a corporate level, which brings the ability of Candidate 12 to serve as a check point to confirm how feasible it would be to apply metrics content experts develop at a corporate level.</li> <li>• Aims to contribute to develop clear concise metrics that would be telling of the company's water impact.</li> </ul>

#	Name	Organization	Constituency	Region (Country)	Background & Specific areas of expertise
13	<b>Candidate 13</b> Assistant Manager	<b>Aditya Birla Group</b>	<b>Business Enterprise</b>	Asia (India)	<ul style="list-style-type: none"> <li>• Sustainability professional with more than 5 years of experience with focus on water foot-printing, sustainability reporting and strategy, water risk analysis and mitigation plans, development and implementation of water stewardship standards for fortune 500 companies, government and funding agencies, such as ADB &amp; IFC.</li> <li>• Combines both consultant and business perspectives on water reporting and water management.</li> <li>• Has very good understanding of reporting challenges at a facility level, but also discrepancies with water stewardship strategies at a corporate level that do not incentive accurate data reporting.</li> </ul>
14	<b>Candidate 14</b> Senior Sustainability Manager	<b>Guess</b>	<b>Business Enterprise</b>	North America (USA)	<ul style="list-style-type: none"> <li>• Brings sector expertise from the apparel sector; also knowledge of reporting on effluents</li> <li>• Is actively engaged in analyzing the company's water impact at the product level and in the supply chain.</li> <li>• Has solid understanding of challenges on reporting against GRI indicators.</li> </ul>
15	<b>Candidate 15</b> Sustainability Analyst	<b>Glencore</b>	<b>Business Enterprise</b>	Europe (The Netherlands)	<ul style="list-style-type: none"> <li>• In-depth knowledge of- and understanding of reporting challenges at an operational level and across different commodities in the extractives industry, and consequentially – of the needs and challenges of various stakeholders in regards to reporting.</li> </ul>

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## 98 *Questions for GSSB*

- 99 1. Does the GSSB approve the proposed composition of the Project Working Group, as  
100 outlined in Table 2?
- 101 2. Does the GSSB agree with organizing an additional Expert Review Panel for non-selected  
102 candidates – with the aim of soliciting their feedback to the draft Standard before it is sent  
103 out for public comment?

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## 105 *Next steps*

106 Following GSSB approval, the Standards Division will confirm membership with selected candidates.  
107 The Project Working Group will start their work in early April, with the exposure draft Standard  
108 expected to be released for public comment during the third quarter of 2017.

109 The Standards Division and GSSB sponsor will appoint a Chair from amongst the confirmed PWG  
110 membership.