Dear Corporate Consultative Group (CCG) Member,

As 2017 draws to a close, we want to thank you for a productive and meaningful partnership. We know that behind every big commitment to cut emissions or source sustainable materials or transform a business model is a team of committed professionals working out the details, and we are proud to be your partner in that work.

As you know, our motto at WRI is “Count It, Change It, Scale It” and you are integral to each piece of that strategy. CCG members help us develop world-class solutions for managing environmental impacts, including Aqueduct, Global Forest Watch, Science Based Targets and the Food Loss and Waste Protocol. We work closely with you to identify the levers necessary to affect positive change. And, critically, you scale change across your global supply chains. Collaboration is an identifying virtue of sustainability leaders and we are motivated by the progress we have made together. Your time and intellectual energy have been an invaluable asset.

Additionally, the Corporate Consultative Group is an important source of general support for WRI. These funds make us a stronger institution in two primary ways. First, they seed new, experimental projects that often grow into our flagship initiatives, and they allow us to stay nimble and pursue high-impact early-stage opportunities. Second, they allow us to invest in our core assets, which strengthen the foundation on which our cutting-edge work is performed.

We trust you agree that our collaboration is of great value to our respective organizations and even more essential to the global, common good. We look forward to working with you in 2018 as we all raise our ambition for the future.

Sincerely,

Andrew Steer
President & CEO

Kevin Moss
Global Director of Sustainable Business
2017 Members

Walmart
Dow
Johnson Controls
Unilever
Caterpillar
FedEx
GM
Nestle
Pfizer
Hewlett Packard Enterprise
UPS
Bank of America
Google
Caesars Entertainment
Citi
 Disney
Walt Disney
Kimberly-Clark
ALCOA
Edison
Mars
Johnson & Johnson
BNY Mellon
Wealth Management
Statoil
Colgate-Palmolive
Goldman Sachs
Baker McKenzie
Tyson
Pepsi

ABOUT OUR MEMBERS

FORTUNE 100
15 OF 38 COMPANIES

FORTUNE 500
23 OF 38 COMPANIES

SCIENCE-BASED TARGETS

✅ 9 COMPANIES WITH TARGETS SET

✅ 2 COMMITTED

18 COMPANIES MADE THE DOW JONES SUSTAINABILITY INDEX LISTING

CDP A-LIST

CLIMATE 6 COMPANIES

WATER 3 COMPANIES

FORESTS 1 COMPANY

DIVERSITY INC’S TOP 50 COMPANIES FOR DIVERSITY

5 COMPANIES

FORBES’ 25 MOST REPUTABLE COMPANIES

10 COMPANIES

FORBES’ MOST VALUABLE BRANDS

11 COMPANIES

FORTUNE’S MOST ADMIRED COMPANIES LIST

11 COMPANIES

CORPORATE RESPONSIBILITY MAGAZINE’S 100 BEST CORPORATE CITIZENS

13 COMPANIES
Tailored Advice

Tailored advice is a customized benefit that meets members where they are in their sustainable business journey. Here are examples of how members used this benefit:

**C-SUITE LEVEL STRATEGY MEETINGS:** In 2017, experts and leaders from WRI met with C-suite decision-makers from CCG companies, lending trusted third-party support to the companies’ sustainability teams. We’ve been told these meetings can be particularly valuable in times of transition, restructuring and policy-updating. We help teams get to “yes” on key commitments and projects.

**REVIEW OF WORKING PAPERS AND STRATEGY DOCUMENTS:** Multiple members asked our experts to review corporate reports. One member company sends a senior team to D.C. to present their annual strategy and outlook to a panel of WRI experts for feedback each year.

**SUPPORT ON SETTING SCIENCE-BASED TARGETS:** WRI helped CCG members develop impactful targets that are based on the best data, science and protocols available. For example, our experts worked with members to develop science-based targets for greenhouse gas emissions and context-based targets for water use.

**CONSULTATION WITH WRI’S EXPERTS:** WRI is a global institute with offices in Indonesia, China, Brazil, Mexico, India and more. Our local experts consulted with members to review regional approaches on topics such as energy access, deforestation monitoring and water quality.

MindShare 2017

CCG members are invited to our annual members’ meeting, MindShare. This two-day event held in Washington, D.C. is an excellent opportunity to dialogue with WRI experts and peers over sustainable business trends.

- **Attendees represented 44 companies** from a variety of industries such as food and beverage, consumer products, retail, technology, finance, apparel, entertainment, hospitality, automotive and logistics.
- **The agenda featured interactive sessions** on topics including sustainable consumption, data visualization platforms and climate policy and advocacy.
- **Non-corporate speakers** included representatives from the Confederation of Indian Industry, Brazil Industries Coalition, U.S. Chamber of Commerce, and Netherland-America Foundation, as well as U.S. Senator Sheldon Whitehouse (D-RI).

Keeping You Updated

CCG members can subscribe an unlimited number of employees to our CCG mailing list. Subscribers receive:

- A monthly newsletter with curated content for sustainable business professionals, including our latest blogs, reports and news
- Announcements and invitations to events on an ad-hoc basis

*The CCG mailing list currently has hundreds of subscribers. Each company has added an average of 5 (and as many as 30) subscribers to this list.*
Collaboration in Research, Goal Setting and Reporting

Sometimes companies need data, visualization tools and the voice of a trusted partner in developing strategy and targets. We help members set goals and report on progress.

✔ MARS, INCORPORATED GOES "ALL IN" This year, Mars, Incorporated announced its $1 billion “Sustainable in a Generation” plan, featuring a set of science-based targets for greenhouse gas emissions, land use and water use. WRI helped Mars develop these targets in 2016 and together we published a working paper titled *From Doing Better to Doing Enough: Anchoring Corporate Sustainability Targets in Science* to help guide other companies.

✔ PEPSICO USES AQUEDUCT ANALYSIS TO TELL WATER USE STORY PepsiCo has extensive, global freshwater needs. It used Aqueduct data to illustrate the importance of its water stewardship efforts in its annual sustainability report, which is shared with a global network of stakeholders. When it looked for an outside voice to underscore the urgency of the issue, it featured a message from Betsy Otto and maps from the Aqueduct Water Risk Atlas.

✔ COLGATE-PALMOLIVE COMPANY USES SCIENCE TO DIFFERENTIATE ITS SUSTAINABILITY WORK Colgate-Palmolive Company features its relationship with WRI throughout its sustainability report, including the science-based emissions target and water risk analysis that we developed together.

✔ EXELON VISUALIZES AND COMMUNICATES WATER RISK ASSESSMENT When Exelon needs to demonstrate its approach to water stewardship in CDP reporting, it turns to the Aqueduct Water Risk Atlas and custom maps generated through its tailored advice benefit.

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From PepsiCo’s “Performance With Purpose Sustainability Report”

From Exelon’s “Sustainability Report”
Webinars and Events

WRI hosts a series of webinars and in-person events throughout the year to facilitate ongoing discussion and learning. The following events were created specifically for CCG members.

WEBINARS

- Navigating the Sustainable Investment Landscape, January 2017
- The Business Case for Preserving Water’s Natural Infrastructure, February 2017
- Measure to Manage: The Food Waste Opportunity, February 2017
- Addressing the Elephant in the Boardroom: Consumption in Tomorrow’s Markets, March 2017
- Business Growth in a Water-Stressed World, September 2017
- Key Opportunities for Companies at COP23 and Beyond, October 2017

IN-PERSON DISCUSSIONS

- U.S. Energy and Climate Policy Roundtable, January 2017
- MindShare, May 2017
- Dialogue on What’s Next for U.S. Climate Policy Post-Paris Withdrawal, October 2017

Access to Experts

Over the course of the year, CCG members heard from a wide range of experts from WRI, peer companies and other organizations. If you missed an event but would like to engage, we’re happy to connect you throughout the year!

GUEST EXPERTS

- Heidi Huusko, Senior Manager, Government Affairs & Environment and Climate, United Nations Global Compact
- Kristen Rainey, Global Food Program Vendor and Supplier Relations Manager, Google
- Emilio Tenuta, Vice President of Corporate Sustainability, Ecolab
- Daniel Weiss, WRI Board Member and Co-Founder and Managing Partner, Angeleno Group

WRI EXPERTS

- Luiz Amaral, Global Manager, Global Forest Watch Commodities
- Sam Adams, Director, WRI United States
- Christina DeConcini, Director, WRI United States
- Deborah Drew, Research Analyst, Business Center
- Todd Gartner, Senior Associate and Manager, Natural Infrastructure for Water
- Craig Hanson, Global Director, Food, Forests, And Water Programs
- Jennifer Layke, Global Director, Energy Program
- JP Leous, Senior Manager, Corporate Relations
- Elizabeth Lewis, Head of Sustainable Investing
- Eliot Metzger, Senior Associate, Business Center
- Kevin Moss, Global Director, Business Center
- Emily Neagle, Manager, Corporate Consultative Group
- Paul Reig, Corporate Water Stewardship Manager, Water Program
- Kai Robertson, Lead Advisor, Food Loss & Waste Protocol
- Leah Schleifer, Communications Specialist, Water Program
- Andrew Steer, President & CEO
- Colin Strong, Corporate Water Stewardship Analyst, Water Program
- David Waskow, Director, International Climate Initiative
- Letha Tawney, Director of Utility Innovation and Polsky Chair For Renewable Energy
- Daniel Vennard, Director, Better Buying Lab, Food Program

Missed a webinar? View the recordings on the CCG YouTube channel.
WRI’s Work with the Private Sector: 2017 Highlights

Science Based Targets Named a 2017 WRI Top Outcome

Each year, WRI’s staff and leadership team evaluate the outcomes of its many programs and recognizes the ten programs with the biggest and longest-lasting impact on the world. This year, WRI recognized Science Based Targets as one of its Top 10 Outcomes after the program recruited over 300 major companies to set ambitious carbon-reduction targets. This is a strong example of WRI’s private sector work delivering milestones towards its mission.

PUBLICATIONS

- **Global Climate Action Playbook**
  - November 2017

  - June 2017

- **Designing and Testing a Methodology to Estimate Private Climate Finance Mobilization from Policy and Other Causal Factors**
  - September 2017

- **Water Quality Targeting: Success Stories**
  - May 2017

  - April 2017

- **Emerging Green Tariffs in U.S. Regulated Electricity Markets**
  - September 2017

- **Elephant in the Boardroom: Why Unchecked Consumption is Not an Option in Tomorrow’s Markets**
  - March 2017

- **Fact Sheet: Clean Energy Job Growth in the United States**
  - March 2017

- **Attracting Private Investment to Landscape Restoration: A Roadmap**
  - February 2017
To follow WRI’s private sector work throughout the year, visit wri.org/business.