Dear Corporate Consultative Group (CCG) Member,

Looking back on the past year of partnership, one memory that stands out is from MindShare in May. For those of you who joined us here in D.C., you may recall that we closed the meeting by asking who or what is the primary driver of sustainable business? Panelists debated the role of private sector executives, government officials and policy, consumers and investors. We suspected the answer would be all stakeholders are needed – but you – the CCG – told us that we overlooked a stakeholder. You reminded us that NGOs are also drivers of change. We think that recognition is a testament to good partnership among WRI and our CCG members.

There is urgency in our shared goals. Even as businesses commit to sustainability and stake a claim to it as part of their DNA, the planet is still moving in the wrong direction. Time is tight, every half degree matters and stakeholders from consumers to the board room are applying more pressure than ever to transform how you do business. Which is why our MindShare closing discussion stuck. We recognize you have short deadlines, ambitious goals, and a wide range of possible partners – and are encouraged that you work with us and support our work.

The New Year is not just a time for reflection but also gratitude. WRI has tremendous appreciation for our CCG members. You help us develop world-class solutions for managing environmental impacts; we work closely with you to identify the levers necessary to effect positive change; and, critically, you provide the potential to scale change across global value chains.

Additionally, Corporate Consultative Group dues are 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 thank you for your ongoing support of WRI and leadership as good corporate citizens. We’ll continue to push you so that together we can drive transformational change and look forward to working with you in 2019!

Sincerely,

Kevin Moss  
Global Director of Sustainable Business

Emily Neagle  
Manager, Corporate Consultative Group

Andrew Steer  
President & CEO
### 2018 Members*

![Members Logos](image)

*Member, logo not above: Shell

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*WORLD RESOURCES INSTITUTE*
2018 Summary of Member Benefits

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 2018, 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.

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.

MATERIALITY REVIEW: As your company evolves in its footprint, product offerings, scale, etc. and you revisit your materiality to inform strategy, WRI can help. Your WRI and CCG relationship manager can collect expert feedback from across WRI’s programmatic expertise for discussion.

FEEDBACK ON SCENARIOS, WORKING PAPERS, AND MORE: Members ask 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.

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 2018
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 31 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 gender equity within sustainability goals, behavioral science and sustainability, and Science Based Targets.
- Participants heard from WRI experts and corporate speakers from Bank of New York Mellon, Caesars Entertainment, Citi, Colgate-Palmolive Company, DuPont/Corteva, DSM, Goldman Sachs Group, Greentech Capital Advisors, Mars Inc., and PepsiCo.

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 (one company has nearly 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.

**EQUINOR ENERGY PERSPECTIVES** For the fourth consecutive year, Equinor’s Chief Economist visited WRI for a private and thought-provoking discussion on their annual Energy Perspectives report. About a dozen WRI experts and Equinor representatives discussed factors, assumptions and conclusions related to Equinor’s analysis including Economics, Transport, Climate, Energy, and more. WRI experts provided feedback reflecting on the latest science, research, data and trends that Equinor can consider and apply in the development of future scenarios and business decisions.

**DUPONT AND CORTEVA MATERIALITY** As a part of the DowDuPont corporate merger and split, the corporate sustainability professionals have the tall but exciting task of revising their sustainability goals and strategy. Two of the businesses utilized CCG tailored advice by engaging WRI experts on the company’s materiality assessment and related strategy development. WRI shared our insights on materiality, future trends and hot topics, best-in-class corporate practices, and more. Whether your company is going through restructuring or updated existing goals, consider applying your CCG tailored advice for a deep-dive on materiality and sustainability strategy.

**TYSON FOODS WATER AND SCIENCE BASED TARGETS** Now in their second year as CCG members, Tyson Foods is charging full steam ahead with climate and water priorities. Tyson Foods leveraged their CCG membership and dedicated relationship management support to launch a broader programmatic partnership with WRI to help develop their strategy. Tyson Foods now has an approved science-based target for climate and is developing contextual water stewardship targets.

“DuPont is a diverse company with complex value chains. When it comes to choosing partners and seeking feedback on materiality, few NGOs have as broad a range of expertise on critical sustainability issues as WRI. We felt that we were able to maximize the value from the interactions because we sought input from WRI very early in our process so that their feedback informed our decision making on our strategy and key focus areas.”

Dawn Rittenhouse, Director of Sustainable Development, DuPont
Live and Virtual 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 & TELECONFERENCE DISCUSSIONS

- CCG Briefing: National Carbon Tax, June 2018
- Ask Me Anything: Corporate Water Stewardship, September 2018
- Ask Me Anything: Global Climate Action Summit, September 2018
- Ask Me Anything: Corporate Renewable Energy Solutions, October 2018
- Ask Me Anything: Global Food Challenges, October 2018
- Ask Me Anything: Forest Resilience Bonds, October 2018
- The Ambition Loop and What to Expect at the COP24 Summit, November 2018
- Stakeholder Discussion: SBTs and the IPCC 1.5°C Report, November 2018
- Brazil Elections Briefing, November 2018
- Ask Me Anything: IPCC 1.5 Report, November 2018
- MindShare, May 2018
- Luncheon Discussion on Environmental Policy and Public Private Cooperation hosted by the ASEAN Committee in Washington, August 2018

IN-PERSON DISCUSSIONS

- MindShare, May 2018
- Luncheon Discussion on Environmental Policy and Public Private Cooperation hosted by the ASEAN Committee in Washington, August 2018

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

- Caroline Atkinson, Former Head of Global Public Policy, Google and Former Deputy National Security Advisor for International Economics in the Obama Administration
- Wade Channell, Senior Economic Growth Advisor for Gender, USAID
- André Guimarães, Executive Director of IPAM and General Coordinator of the Brazilian Climate, Forests and Agriculture Coalition
- Leigh Madeira, Co-Founder and Partner, Blue Forest Conservation
- Joseph Majkur, Director of Climate Policy, Niskanen Center
- Karen Mozes Laton, Partner, Head of Marketing, Chief Operating Officer, GCA Investment Management
- Hugh Welsh, President & General Counsel of DSM North America
- Representatives from the following countries:
  - Embassy of Brunei Darussalam
  - Embassy of the Kingdom of Cambodia
  - Embassy of Malaysia
  - Embassy of Myanmar
  - Embassy of the Republic of the Philippines

WRI EXPERTS

- Nate Aden, Senior Fellow, WRI Business Center and the Climate Program
- Priya Barua, Manager of Strategic Partnerships, Energy Program
- Rachel Biderman, Director of WRI Brasil
- Lori Bird, U.S. Energy Director
- Christina Chan, Director, Climate Resilience Practice
- Elizabeth Cook, Vice President for Institutional Strategy and Development
- Cynthia Cummis, Director of Private Sector Climate Mitigation
- Christina Deconcini, Director, Government Affairs
- Austin Dickerson, Research Analyst, Business Center
- Deborah Drew, Project Manager, Business Center
- Christopher Ede-Calton, Associate, Climate Action and Data
- Natalie Elwell, Senior Gender Advisor
- Taryn Fransen, Senior Fellow
- Todd Gartner, Director, Natural Infrastructure for Water
- Kelly Levin, Senior Associate, Pillar Lead TRAC Policy
- Brian Lipinski, Associate, Food Program
- Lawrence MacDonald, Vice President Communications
- Leo Martinez-Diaz, Global Director of Sustainable Finance
- Eliot Metzger, Senior Associate, Business Center
- Helen Mountford, Vice President, Climate & Economics at WRI and Program Director of the New Climate Economy
- Kevin Moss, Global Director Sustainable Business
- Emily Neagle, Manager, Corporate Consultative Group
- Betsy Otto, Global Director, Water
- Janet Ranganathan, Vice President for Science and Research
- Paul Reig, Senior Manager, Aqueduct and Corporate Engagement
- Stephen Russell, Senior Associate Climate and Business
- Andrew Steer, President and CEO
- Fred Stolle, Deputy Director Forests
- Colin Strong, Corporate Water Stewardship Analyst, Business Center and the Water Program
- Leila Surratt, Head of Strategy and Engagement, P4G
- Richard Waite, Associate, Food Program
- David Waskow, Director, International Climate Initiative
WRI's Work with the Private Sector: 2018 Highlights

PUBLICATIONS

- Creating a Sustainable Food Future
  December 2018

- The Scramble for Land Rights: Reducing Inequity between Communities and Companies
  July 2018

- Ambition Loop
  December 2018

- Ending Tropical Deforestation: The Elusive Impact of the Deforestation-Free Supply Chain Movement
  June 2018

- How Language Can Advance Sustainable Diets
  June 2018

- The Business of Planting Trees: A Growing Investment Opportunity
  January 2018

- Ambition Loop
  December 2018

- Creating a Sustainable Food Future
  December 2018

- Exploring Metrics to Measure the Climate Progress of Banks
  May 2018

- Trends to Watch in 2018
  January 2018

- Reducing Risk, Addressing Climate Change Through Internal Carbon Pricing: A Primer for Indian Business
  March 2018

- How Language Can Advance Sustainable Diets
  June 2018

- Unlocking the Inclusive Growth Story of the 21st Century: Accelerating Climate Action in Urgent Times
  August 2018

- Mapping Public Water Management by Harmonizing and Sharing Corporate Water Risk Information
  March 2018

- Champions 12.3: 2018 Progress Report
  September 2018

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  September 2018

- Champions 12.3: 2018 Progress Report
  September 2018
BLOGS

- Plastic Is Your Frenemy December 12, 2018
- How China Raised the Stakes for Electric Vehicles December 10, 2018
- Sustainable Investing in Japan: 2 Ways to Build on Rising Enthusiasm November 30, 2018
- 5 Things You Need to Know About the UN Emissions Gap Report November 27, 2018
- Young Entrepreneurs See Business Opportunity in Rural Africa’s Degraded Lands November 26, 2018
- 5 U.S. Climate Stories to Watch as We Head into 2019 November 08, 2018
- Can Investors Make Money Reducing Wildfire Risk? November 01, 2018
- Things You Need to Know About the IPCC 1.5˚C Report October 07, 2018
- Making Food Production and Land Use More Sustainable Could Yield $2.3 Trillion in Economic Benefits September 25, 2018
- U.S. States, Cities and Businesses Are Cutting Emissions, and Poised to Do Even More. New Report Does the Math September 12, 2018
- Low-Carbon Growth Is a $26 Trillion Opportunity. Here Are 4 Ways to Seize It September 05, 2018
- The World Is Burning, Here Are 5 Things Companies Should Do About It August 28, 2018
- Banning Straws and Bags Won’t Solve our Plastic Problem August 16, 2018
- We’ve Woken Up to Plastic Waste. Is Food Waste Next? July 09, 2018
- Deforestation Is Accelerating, Despite Mounting Efforts to Protect Tropical Forests. What Are We Doing Wrong? June 26, 2018
- Barriers to a Circular Economy: 5 Reasons the World Wastes So Much Stuff (and Why It’s Not Just the Consumer’s Fault) May 24, 2018
- As Apple, Google and Others Promote Renewable Power, What Is the Best Way to Evaluate Corporate Energy Leadership? May 17, 2018
- 4 Ways Companies Can Price Carbon: Lessons from India April 04, 2018
- 5 Things Companies Can Do to Grow in a Water-Stressed World March 14, 2018
- This Flavor-Packed Burger Saves As Many Emissions As Taking 2 Million Cars Off the Road February 22, 2018
- Don’t Read This Article: How Ads Against Consumerism Help Sustainability February 05, 2018

NEWS

- Forest Resilience Bond to Help Fund $4.6 Million Restoration Project to Mitigate Wildfire Risk in Tahoe National Forest November 01, 2018
- Global Leaders Call for Urgent Acceleration of Climate Adaptation Solutions October 16, 2018
- New Research Exposes Uneven Playing Field Between Communities and Companies Vying for Land Rights July 11, 2018
- 15 Transport and Tech Companies Sign the Shared Mobility Principles for Livable Cities February 01, 2018
- New Report Shows That Actually, Money Does Grow on Trees January 18, 2018

To follow WRI’s private sector work throughout the year, visit wri.org/business.

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