Dear Corporate Consultative Group Members,

We hope you agree that 2019 has been a successful year for the Corporate Consultative Group (CCG) and we are grateful to count you among our partners. The CCG is an important source of general support for WRI and your membership dollars are hard at work maintaining our trusted platforms and protocols; seeding new, experimental projects that often grow into flagship initiatives; and allowing us to stay nimble and pursue high-impact, early-stage opportunities. THANK YOU.

We are keenly aware of the hopeful and critical eyes watching corporate actions, and of the complex systems sustainability professionals navigate to get the job done. Your tireless work drives improved consumer behavior, influences public policy, and shapes and rewards responsible value chains. It’s a high bar in a politically divided, high-speed world that is both consumer-driven and inequitable. But many expect companies to set the tone for a prosperous, healthy, equitable and sustainable future.

We see great signs that businesses like our CCG members are doing just that. Businesses are taking a more holistic approach to sustainability. For example, we see increased signs that you address consumption and downstream impacts as your responsibility. We see you more consistently breaking down silos and addressing water, climate and land as interconnected systems.

2020 will undoubtedly be a crucial year for people and the planet as our timeline to avoid the worst impacts of climate change shrinks. We think it is no coincidence that CCG membership surged in 2019. The work is more urgent and more complex than ever. The interrelatedness of environment, development and economic issues must come to the forefront. The world is watching to see not only which countries will enhance their national climate commitments, but also which companies meet their 2020 targets, increase ambition to science-based targets aligned with 1.5 degrees, aim for net-zero and regenerative strategies, and adjust business models to tackle waste, health, jobs, profits and more.

We know that your job is huge and the issues are urgent. We’ll continue to support and push for outstanding outcomes from the private sector. As partners, we trust you agree that collaboration is of great value to our respective organizations and even more essential to the global, common good.

Sincerely,

Kevin Moss
Global Director of Sustainable Business

Emily Neagle
Manager, Corporate Consultative Group, Corporate Relations and Communications
## 2019 Members

![Company Logos]

*Member logo not above: Shell.

### About Our Members

| ** Fortune 100 ** | 15 Companies |
| ** Fortune 500 ** | 26 Companies |

### Science-Based Targets

- **17 Companies** Committed to Set Targets
- **13 Companies** With Targets Approved

- **10 Companies** Dow Jones Sustainability Index Listing
- **11 Companies** RE100
- **3 Companies** Fortune’s "Change the World" Ranking
- **5 Companies** CEO Climate Dialogue

- **12 Companies** Forbes’ Most Valuable Brands
- **2 Companies** EV100
- **10 Companies** Fortune’s Most Admired Companies List
- **8 Companies** Diversity Inc’s Top 50 Companies for Diversity

*As of December 2019*
2019 Summary of Member Benefits

Tailored Advice
Tailored advice is a customized benefit that meets members where they are in their sustainable business journey. WRI experts receive dozens of these requests each year. Unfortunately, we cannot allocate unfunded time to reply to the demand, but we specifically reserve time for CCG members. Here are examples of tailored advice:

- **C-SUITE LEVEL STRATEGY MEETINGS:** In 2019, 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 updates. 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.

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

**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 CCG relationship manager can collect expert feedback from across WRI's programmatic expertise for discussion. In 2019 we consulted with Equinor on their shared value approach, and on materiality assessments with DuPont, Citi, FedEx, and Target among others.

**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.

MindShare 2019
MindShare is an event designed for CCG members to work with peers and experts on challenges and opportunities to inform sustainable business strategy for the year ahead.

- **Attendees represented 36 companies** from industries such as food and beverage, consumer products, retail, technology, finance, hospitality and entertainment and logistics. The agenda featured five interactive sessions on topics including the global political economy, managing plastics over land and water, leveraging AI for the corporate sustainability agenda, responding to the physical risks of climate change, and setting post-2020 corporate sustainability goals.

- **13 speed-geeking sessions** covered air quality as a business strategy, circular economy pitfalls to look out for, circular economy opportunities for engagement, corporate advocacy at the 2019 UN Climate Action Summit, natural infrastructure solutions for business strategy, measuring the gap to achieve sustainably managed water, opportunities in data: Power Explorer, connecting food offerings to reduced greenhouse gas emissions, an Aqueduct 3.0 preview, restoration as a business strategy, Science Based Targets for 1.5 degrees Celsius, Science Based Targets: advances in value chain emissions accounting, and Science Based Targets beyond climate.

- Over a day and a half, participants heard from **expert speakers** from WRI, IFC, Cargill, UPS, Microsoft, Walmart, Mars, Colgate-Palmolive, Bank of America and Exelon.

Keeping You Updated
Members can subscribe an unlimited number of employees — one company added more than 25 subscribers — to the CCG mailing list and receive:

- A monthly newsletter with curated content for sustainable business professionals, including our latest blogs, reports and news
- Announcements on new data, tools, research and committees, and event invitations
- Briefings on major international events like the UN Climate Action Summit
Collaboration in Research, Goal Setting and Reporting

CALLING FOR CHANGE: OUR VOICES ARE STRONGER TOGETHER

As we drive change at scale, champions and messengers are crucial. Frequently WRI research and data visualizations are used in media and sustainability reports. Likewise, CCG member company positions also validate and amplify WRI’s work.

This fall, as WRI and 10 of our peers posted a call to action on climate policy advocacy, Mars and other companies spoke to reaffirm business alignment for strong climate policy. In November, Walmart and WRI posted a shared opinion in the New York Times regarding the importance of US participation in the Paris Agreement. When we join our efforts and leverage complementary strengths, the CCG can achieve much greater sustainable business results.

LAUNCHING BROADER PARTNERSHIP OPPORTUNITIES FROM CCG MEMBERSHIP

Sometimes companies need a third party to convene diverse stakeholders who can develop pre-competitive tools and amplify solutions. In those instances we make introductions through the CCG to convene, facilitate and launch bigger relationships. As a benefit of your CCG membership, your relationship manager can connect you to new collaborations.

Cargill and PepsiCo are among the 10 partners of a new radar-based deforestation monitoring project. Citi, DuPont, Equinor, Exelon and Shell are our partners in the CEO Climate Dialogue. Whether you want to sign onto the Cool Food Pledge or join the Aqueduct Alliance, the CCG is a great place to discover opportunities to scale your impact.

2019 EXAMPLES OF CCG MEMBER CROSS-PROGRAMMATIC SUPPORT AND COLLABORATION

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Live and Virtual Events

WRI hosts webinars and in-person events throughout the year to facilitate ongoing discussion and learning. The list below highlights examples of events to which CCG members received direct invitations.

WEBINARS & TELECONFERENCES

- CCG EXCLUSIVE: Ask Me Anything: Financing for Energy and Water Efficiency Programs, January 2019
- Virtual discussion on the results of Brazil's presidential election, February 2019
- Webinar: Assessing Progress Toward Six Milestones for Global Climate Action, February 2019
- CCG EXCLUSIVE: Ask Me Anything: GHGP Guidance on Carbon Removals and Land Use, July 2019

IN-PERSON EVENTS

- Stories to Watch, January 2019
- Reenergizing Climate Action on Capitol Hill: A Conversation on the Climate Crisis, April 2019
- CCG EXCLUSIVE: MindShare, May 2019
- Creating a Sustainable Food Future report launch, July 2019

Access to Experts

Over 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 on that topic, we’re happy to connect you with relevant experts throughout the year.

GUEST EXPERTS

- Ashley Allen, Climate and Land Senior Manager, Mars Inc.
- Taryn Barclay, Senior Director, Strategic Partnerships and Stakeholder Relations, Cargill Inc.
- Rep. Kathy Castor, Chair, House Select Committee on the Climate Crisis
- Ashwani Chowdary, Senior Vice President, ESG, Bank of America
- Rachel Cleetus, Policy Director, Union of Concerned Scientists
- Melanie Dickersbach, Environment and Climate Strategy Manager, Exelon Corporation
- Shenggen Fan, Director General, International Food Policy Research Institute
- Amy Harder, Reporter, Axios
- Mary Anne Hitt, Director, Beyond Coal Campaign, Sierra Club
- Tom Kerr, Manager, Global Outreach and Engagement, IFC
- Crystal Lassiter, Senior Director, Global Sustainability and Environmental Affairs, UPS
- Kathleen McLaughlin, Senior Vice President and Chief Sustainability Officer, Walmart; President, Walmart Foundation and WRI Global Director
- Karen Palmer, Senior Fellow and Director, Future of Power Initiative, Resources for the Future
- Michelle Patron, Director of Sustainability Policy, Microsoft
- Kevin Rabinovitch, Global Vice President of Sustainability, Mars Inc.
- Ann Tracy, Vice President of Safety, Sustainability and Supply Chain Strategy, Colgate-Palmolive Company
- Laura Tuck, Vice President, Sustainable Development, World Bank Group
WRI EXPERTS

- Nate Aden, Senior Fellow, WRI Business Center and Climate Program
- Priya Barua, Manager of Strategic Partnerships, Energy Program
- Rachel Biderman, Director, WRI Brasil
- Lori Bird, Director, U.S. Energy
- Christina Chan, Director, Climate Resilience Practice
- Elizabeth Cook, Vice President, Institutional Strategy and Development
- Cynthia Cummins, Director, Private Sector Climate Mitigation
- Christina Deconcini, Director, Government Affairs
- Austin Dickerson, Research Analyst, Business Center
- Deborah Drew, Associate, Business Center
- Christopher Ede-Calton, Associate, Climate Action and Data
- Natalie Elwell, Senior Gender Advisor
- Carole Excell, Acting Director, Environmental Democracy Practice
- Taryn Fransen, Senior Fellow, Climate Program
- Johannes Friedrich, Senior Associate, Climate Program
- Todd Gartner, Director, Natural Infrastructure for Water
- Erika Harms, Engagement Officer, Sustainable Ocean Initiative
- Edwina Hughes, Head of Engagement, Cool Food Pledge
- Kathryn Klem, Program Specialist, Corporate Relations
- Dan Lashof, Director, WRI U.S.
- JP Leous, Director, International Corporate Relations
- Kelly Levin, Senior Associate, Climate Program
- Brian Lipinski, Associate, Food Program
- Adriana Lobo, CEO, WRI Mexico
- Lawrence MacDonald, Vice President, Communications
- Dow Maneerattana, Manager, Global Restoration Initiative
- Leo Martinez-Diaz, Global Director, Sustainable Finance
- Jared Messinger, Manager, Global Restoration Initiative
- Eliot Metzger, Director, Sustainable Business and Innovation
- Helen Mountford, Vice President, Climate & Economics, WRI; Program Director, New Climate Economy
- Kevin Moss, Global Director of Sustainable Business
- Emily Neagle, Manager, Corporate Consultative Group, Corporate Relations and Communications
- Betsy Otto, Global Director, Water Program
- Suzanne Ozment, Associate, Natural Infrastructure for Water, Water Program
- Alex Perera, Deputy Director, Energy Program
- Janet Ranganathan, Vice President, Science and Research
- Paul Reig, Director, Aqueduct and Corporate Water Stewardship
- David Rich, Senior Associate, Climate Program
- Ryan Sarsfield, Latin America Commodities Manager, Global Forest Watch
- Jessica Seddon, Director, Integrated Urban Strategy, WRI Ross Center for Sustainable Cities
- Andrew Steer, President and CEO, WRI
- Emma Stewart, Director, Urban Efficiency and Climate; Director, Urban Finance, WRI Ross Center for Sustainable Cities
- Fred Stolle, Deputy Director, Forests Program
- Colin Strong, Analyst, Corporate Water Stewardship, Business Center and Water Program
- Leila Surratt, Head of Strategy and Engagement, P4G
- Richard Waite, Associate, Food Program
- Sara Walker, Senior Manager, Water Quality and Agriculture, Water Program
- David Waskow, Director, International Climate Initiative, Climate Program
- Chendan Yan, Research Analyst, Business Center

WRI's Work with the Private Sector: 2019 Highlights

PUBLICATIONS

- The Language of Sustainable Diets: A Field Study Exploring the Impact of Renaming Vegetarian Dishes on U.K. Café Menus, February 2019
- Encouraging Sustainable Food Consumption by Using More-Appetizing Language, February 2019
- Tracking Progress of the 2020 Climate Turning Point, February 2019
- Estimating and Reporting the Comparative Emissions Impacts of Products, March 2019
- Integrating Green and Gray: Creating Next Generation Infrastructure, March 2019
- Apparel and Footwear Sector Science-Based Targets Guidance, June 2019
- Good Governance for Long-Term Low-Emissions Development Strategies, June 2019
- Transformative Adaptation in Livestock Production Systems, June 2019
- Creating a Sustainable Food Future, July 2019
- Data and Ambition Loops for Enhanced Climate Action: Potential Drivers and Opportunities in Asia, August 2019
- Reducing Food Loss and Waste: Setting a Global Action Agenda, August 2019
- Volumetric Water Benefit Accounting (VWBA): A Method For Implementing and Valuing Water Stewardship Activities, August 2019
- Tracking Progress Toward the Cool Food Pledge: Setting Climate Targets, Tracking Metrics, Using the Cool Food Calculator, and Related Guidance for Pledge Signatories, September 2019
- Setting Site Water Targets Informed by Catchment Context: A Guide for Companies, September 2019
- The Road to Restoration: A Guide to Identifying Priorities and Indicators for Monitoring Forest and Landscape Restoration, October 2019
- Unpacking Green Targets: A Framework for Interpreting Private Sector Banks' Sustainable Finance Commitments, October 2019
- Use of Near-Real-Time Deforestation Alerts: A Case Study from Peru, October 2019
- Financial Implications of Parched Power: Insights from an Analysis of Indian Thermal Power Companies, October 2019
- The Scale of Illicit Trade in Pacific Ocean Marine Resources, October 2019
- It’s Time to Lead on Climate Action: An Open Letter to the CEOs of Corporate America, October 2019
- Reducing Food Loss and Waste: Ten Interventions to Scale Impact, November 2019
- Forest-Based Climate Mitigation: Lessons from REDD+ Implementation, November 2019
- The Expected Impacts of Climate Change on the Ocean Economy, December 2019
- Raising the Bar: Exploring the Science Based Targets Initiative's Progress in Driving Ambitious Climate Action, December 2019

**BLOGS**
- The Data Revolution Hasn’t Yet Hit Agriculture, March 2019
- 127 Countries Now Regulate Plastic Bags. Why Aren’t We Seeing Less Pollution? March 2019
- Many Companies Inaccurately Estimate the Climate Benefits of Their Products, March 2019
- 3 Ways Business Must Use Political Influence to Champion Climate Ambition, April 2019
- 5 Ways to Unlock the Value of the Circular Economy, April 2019
- 6 Pressing Questions About Beef and Climate Change, Answered, April 2019
- Serious About Sustainability? Some Progress, But Not Yet Persuaded by BlackRock’s Efforts, April 2019
- 3 Ways Businesses Can Lead the Transition to a Low-Carbon Economy, May 2019
- Chartered Financial Analysts Received New Guidance on Sustainable Investing. 4 Points Stand Out, May 2019
- Besides Buying Renewables, How Can Companies and Cities Green the Grid? June 2019
- Japan Leads on Business Climate Engagement, Will Bold Policies Follow? June 2019
- 5 Ways to Put Food on a Water Diet, June 2019
- A New Tool Can Help Root Out Deforestation from Complex Supply Chains, June 2019
- How Fashion Companies Can Collaborate to Tackle Their Biggest Source of Carbon Pollution, June 2019
- 10 Breakthrough Technologies Can Help Feed the World Without Destroying It, July 2019
- Planes, Trains and (Big) Automobiles: How Heavy Transport Can Reduce Emissions and Save Money, July 2019
- Why Sustainable Forestry Is a Good Investment, July 2019
- With New Business Roundtable Statement, Are 200 CEOs Stuck in Yesterday’s Corporate Sustainability? August 2019
- Here’s What Could Go Wrong with the Circular Economy—and How to Keep it on Track, August 2019
- Low-Carbon Cities Are a $24 Trillion Opportunity, September 2019
- Buyer Beware: One Study Finds 62% of Wood Products Mislabeled, September 2019
- This Month in Climate Science, August 2019: Persistent Summertime, Bumper Plane Rides and More Heat Deaths, September 2019
- Climate Action for Today and Tomorrow: The Relationship between NDCs and LTSs, September 2019
- Coffee Farmers in Costa Rica Are Brewing Up Solutions to Climate Change and Competition, September 2019
- Is the World on Track to Cut Food Loss and Waste in Half by 2030? September 2019
- 4 Leaders—And Far Too Many Laggards—At the UN Climate Action Summit, September 2019
- For Sustainability in Cocoa Production, Both Countries and Companies Need to Commit, September 2019
- How Are Banks Doing on Sustainable Finance Commitments? Not Good Enough, October 2019
- More Water Shortages Mean Energy Investors Need New Ways to Manage Drought Risk, October 2019
As Trump Steps Away from Paris Climate Agreement, U.S. States, Cities and Businesses Step Up, October 2019

Attention Investors: African Entrepreneurs Are Restoring Land and Making Profit, October 2019

Attention Businesses: Don't Let Your Trade Associations Undermine You on Climate Action, October 2019

What Makes a Partnership Transformational? October 2019

Buildings Are an Ideal but Overlooked Climate Solution, November 2019

How California Can Use Electric Vehicles to Keep the Lights On, November 2019

New Guidance Can Help Companies Reduce Water Risk, Improve Watersheds, November 2019

Water Could Limit Our Ability to Feed the World. These 9 Graphics Explain Why, November 2019

12 Reasons Climate Action Is Good for the United States Economy, November 2019

4 Priorities for the COP25 Climate Conference in Madrid, November 2019

There's No Time, or Food, to Waste, November 2019

Uganda’s Coffee Farmers Show There’s No One-Size-Fits-All Solution for Climate Change Adaptation, November 2019

4 Emerging Ways to Pair Electric Vehicles and Renewable Energy, November 2019

CO2 Emissions Climb to an All-Time High (Again) in 2019: 6 Takeaways from the Latest Climate Data, December 2019

Accelerating America’s Pledge: How U.S. States, Cities and Businesses Can Deliver Ambitious Climate Action, December 2019

4 Ways Farmers Can Adapt to Climate Change and Generate Income, December 2019

NEWS

U.S. Companies Charge Forward on Renewables with Launch of New REBA Organization, March 2019

Major Food Companies Urge U.S. Government to Adopt Policies to Reduce Emissions, April 2019

Leading U.S. Businesses Call on Congress to Enact a Market-Based Approach to Climate Change, May 2019

Companies Can Now Quickly and Accurately Monitor Deforestation Around the World, June 2019

Latin America and the Caribbean Working Toward Carbon Neutrality Through Landscape Restoration, June 2019

Leading Automakers and California Strike Deal to Make More Fuel-Efficient Cars in U.S., July 2019

Bipartisan Carbon Pricing Bills Signal Hope for U.S. Climate Action, July 2019

New Research Outlines 5-Course 'Menu of Solutions' to Achieve Sustainable Food Future, July 2019

Updated Global Water Risk Atlas Reveals Top Water-Stressed Countries and States, August 2019

87 Major Companies Lead the Way Towards a 1.5°C Future at UN Climate Action Summit, September 2019

Major Food Retailers & Providers Join New “10x20x30” Food Loss and Waste Initiative, September 2019

Major Food Retailers & Providers, Rice Industry Announce New Food Loss and Waste Efforts, September 2019

Companies Serving 800+ Million Meals to Give Menus a Climate-Friendly Makeover, September 2019

Major environmental groups call on businesses to lead on climate policy, October 2019

Car Companies Join Trump Administration’s “Reckless Attack” on California’s Emissions Standards, October 2019

Palm Oil Industry to Jointly Develop Radar Monitoring Technology to Detect Deforestation, October 2019

Companies with more greenhouse gas emissions than France and Spain combined reducing emissions by 35%, in line with the Paris Agreement, December 2019