



Montreux highlights 2017



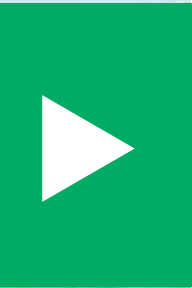
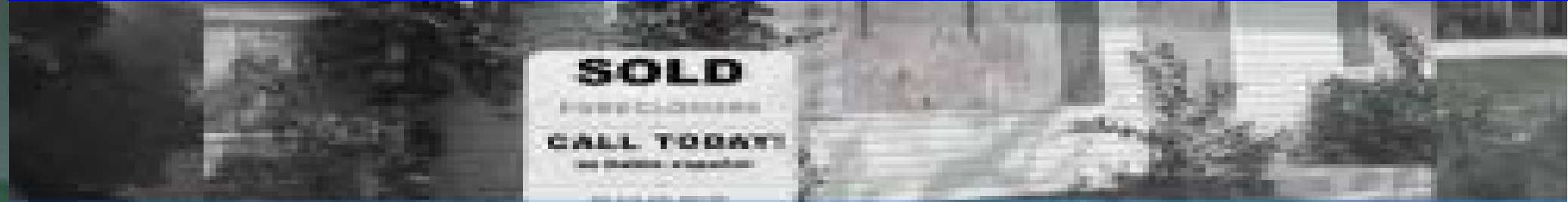
● Topline takeaways



● Cluster/Sector updates



● Standup highlights



● Plenary



● Brilliant minds talks

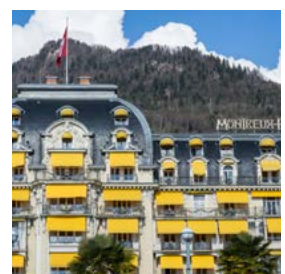
#LeadingWomen



● Leading Women Awards



● Media library



● Issue surgery





Montreux 2017 Topline takeaways

We welcomed nearly 400 sustainability professionals, almost half of whom were women, to Montreux, Switzerland for our annual Liaison Delegate meeting.

During the plenary opening, [Peter Bakker outlined](#) the **business leadership needed in 2017 and beyond**. He urged business leaders to **speak up about their sustainability work** and emphasized the need to **retain and build on social impact** and refocus towards “jobs, jobs, jobs.”

“In today’s environment, being too shy to talk about what we’re doing is not a good pathway forward. We have to speak up.”

The [CEO Guide to the SDGs](#) was launched - a new resource aimed at galvanizing engagement from global business leaders while setting out clear actions that CEOs can take to align their organizations with the SDGs and plot a course towards unlocking the value they represent.

Participants heard perspectives from members and a special guest during the dynamic [Brilliant Minds](#) series in [Plenary](#).

In our [Issue Surgery](#) sessions, delegates dove head-first into dissecting, exploring and examining some of the burning issues for companies in today's new reality.

We made a commitment to work towards [ending "manels" at WBCSD](#) and to ensuring that, at events we attend, both women and men participate in panels.

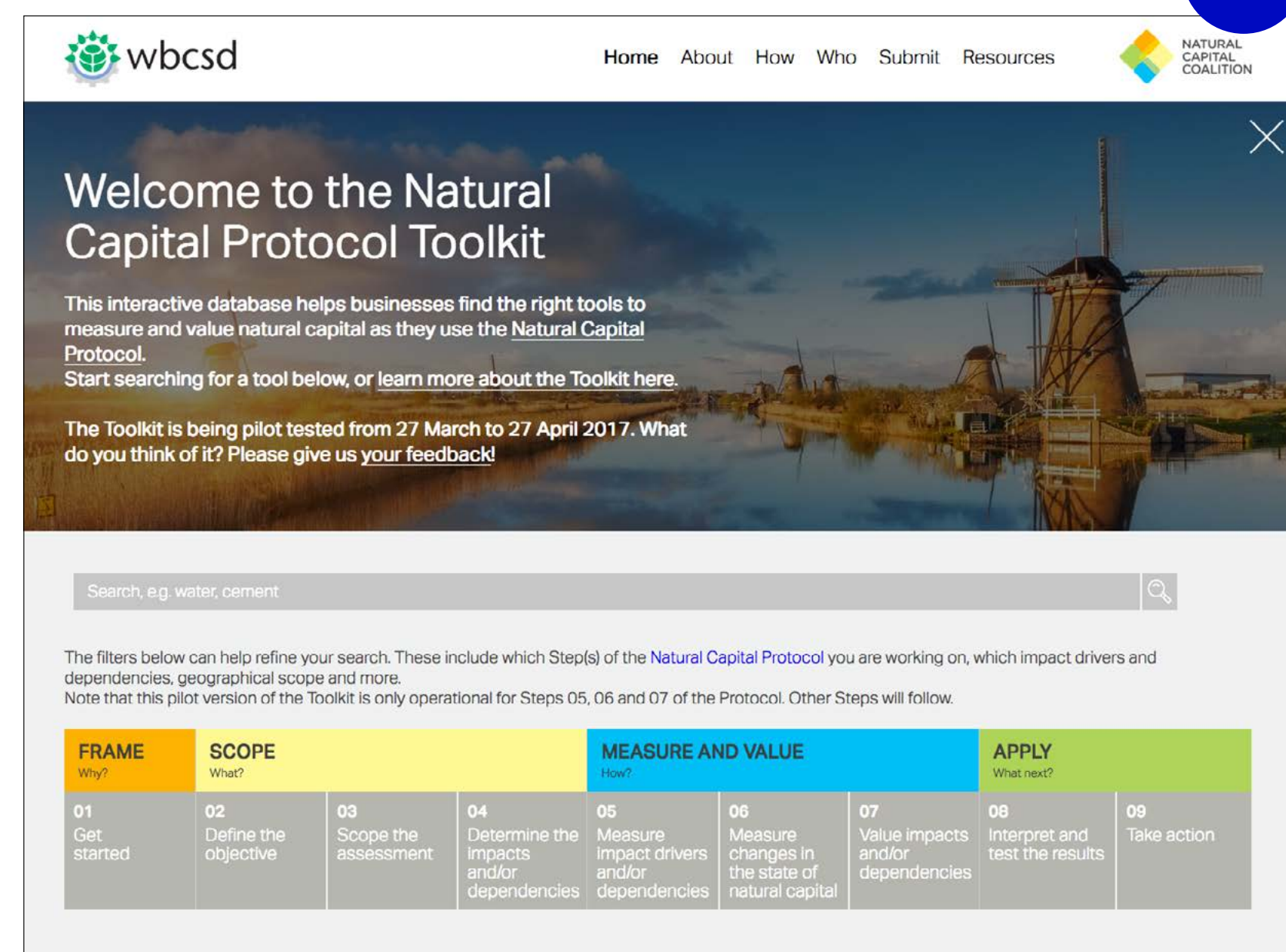
WBCSD recognized [10 Leading Women](#) at a special awards ceremony, celebrating their outstanding business leadership in working to achieve the SDGs.

We officially opened plenary day to social media. Thanks to all, we achieved very strong outreach results with **#LDMontreux17** and **#CureforClimate**.

"WBCSD acts as an enabler to help its members liaise with authorities to find integrated solutions while business can help implement and finance the solutions."

Check out these additional tools and reports released during the event:

The Natural Capital Protocol Toolkit



Home About How Who Submit Resources

Welcome to the Natural Capital Protocol Toolkit

This interactive database helps businesses find the right tools to measure and value natural capital as they use the Natural Capital Protocol. Start searching for a tool below, or learn more about the Toolkit here.

The Toolkit is being pilot tested from 27 March to 27 April 2017. What do you think of it? Please give us your feedback!

Search, e.g. water, cement

The filters below can help refine your search. These include which Step(s) of the Natural Capital Protocol you are working on, which impact drivers and dependencies, geographical scope and more. Note that this pilot version of the Toolkit is only operational for Steps 05, 06 and 07 of the Protocol. Other Steps will follow.

FRAME	SCOPE	MEASURE AND VALUE			APPLY			
Why?	What?	How?	What next?	What next?	What next?			
01 Get started	02 Define the objective	03 Scope the assessment	04 Determine the impacts and/or dependencies	05 Measure impact drivers and/or dependencies	06 Measure changes in the state of natural capital	07 Value impacts and/or dependencies	08 Interpret and test the results	09 Take action

The Forest Products Sector Guide to the Social Capital Protocol



Social Capital Protocol wbcSD forest solutions

Forest Products Sector Guide to the Social Capital Protocol

Measuring social impact along the forest products value chain

The Social Capital Protocol



Social Capital Protocol Powered by wbcSD

Social Capital Protocol

Making companies that truly value people more successful

Landscape Connectivity report



wbcSD

Landscape Connectivity

A call to action

syngenta



Plenary





Download Peter's presentation



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Download Peter's playlists



Roadmaps for Impact in today's reality

Harnessing this year's meeting theme of "Roadmaps for Impact in Today's Reality," our President and CEO Peter Bakker kicked off the plenary by recalling the challenges faced by sustainable business over the past 12 months and discussing how we can meet and address similar challenges in the period to come.

Peter tied his comments back to the series of webinars we held ahead of this year's meeting, where LDs from around the world discussed their current outlook. Some of the issues that were raised included a caution on over-focusing on urban initiatives, as well as the fragmentation of global initiatives. However, the most prominent feedback from LDs was the need to retain and build on social impact by considering the impact of automation and refocusing towards "jobs, jobs, jobs."

Peter launched a new range of resources for business. Chief among these is the [CEO Guide to the SDGs](#), released publicly on plenary morning. As he said, *“The SDGs are the greatest gift that the UN has given to the world, but they are a ‘big beast’ – 17 goals and 169 targets”*.

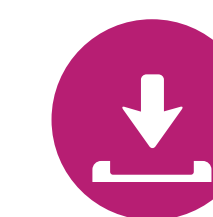
[The CEO Guide to the SDGs](#) sets out clear actions that CEOs can take to begin to align their organizations with the SDGs and plot a course towards unlocking the value they represent.

During a lively Q&A following his address, delegates raised issues including the need for business leadership to face political challenges, the merits of carbon pricing and potential barriers to scale.

Peter finished his presentation by emphasizing that every member company must show leadership as we strive to meet our ambitious targets. Following the progress of 2015 and the challenges of 2016, we must work together over the coming period to ensure we stay the course, choose the right path and maintain a long-term perspective.



Play the CEO Guide to the SDGs video



Download the CEO Guide to the SDGs



Stand-up highlights **WBCSD**

Redefining Value & Education

Gabriela Burian, Director of Sustainable Agriculture Ecosystems, Monsanto

"Monsanto joined WBCSD four years ago. Since we started, the Redefining Value program of work has helped us build trust, have a better dialogue with stakeholders and a better internal understanding of our processes."



"This has been further supported by the WBCSD Leadership Program which has bridged the gap between the sustainability and finance functions. The LP is a unique education offering that other members should take advantage of."



Sustainable Lifestyles

Dr Bérangère Margarinos-Ruchat,
Vice President Sustainability Partnerships,
Firmenich SA

“The power of the Sustainable Lifestyles work is in its ability to look at the links between different parts of a person’s lifestyle, exploring innovations from a systems perspective. What does this mean for the individual? We’re looking at how business can help people fall in love with more sustainable ways of living in their homes, eating their food and moving around their world.”

Social Impact

André Abadie, Managing Director, Head of Global Environmental & Social Risk Management, J.P. Morgan

“The WBCSD Social Impact cluster develops solutions to bring social impact into the core of business – it is relevant to each one of your companies. We encourage you to get engaged in our programs for the year ahead: scaling up the newly-released Social Capital Protocol, advancing business and human rights, bringing the social impact agenda to CFOs, and collaborating to make rural areas more attractive places to live, work and invest.”



Natural Capital & Ecosystems

Peter Gardiner, Group Natural Resources Manager, Mondi

"We rely on natural capital and ecosystems but through lack of awareness of the connections, we are losing them. The Natural Capital and Ecosystems cluster is the "engine room" that clarifies and demonstrates their critical role in all our businesses."

The Natural Capital Protocol helps business understand and manage their risks and opportunities. The newly-released pilot version of the Natural Capital Protocol Toolkit will help businesses find the right tools to assess their impacts and dependencies.

Climate Smart Agriculture

Diane Holdorf, Vice President – Chief Sustainability Officer, Kellogg Company

"Sustainable agriculture and food systems are key for the low-carbon economy, for resilience and sustainable farming, and for SDG implementation. Looking at food systems in a holistic way, WBCSD food work is grounded in science, supporting human health and planetary boundaries, unlocking solutions."

Water

Chris Brown, VP Corporate Responsibility and Sustainability, Olam International

"Water is a complex, local, regional, national and global issue and we need to understand those differences, yet appreciate the commonalities. The water cluster is evolving its strategy to adapt to the changing global environment, shaped notably by the SDGs and the Paris Agreement. The water cluster will work with other working groups and sectors within WBCSD as water issues span across many of WBCSD's work areas."



Climate and Energy

Jeanne Ng, Director - Group Sustainability, CLP Group

“WBCSD provides a platform for busines to showcase their solutions, to work together to overcome barriers to scaling up and to access possibilities to engage policy makers on the business opportunities for sustainable business.” LCTPi continues to be a groundbreaking climate solution platform. It was launched at COP20 in Lima, by COP21 these were over 160 companies and 70 partners committed and by COP22 it became the leading business voice in the UNFCCC and COP process.

Sustainable Cities

Bianca Nijhof, Global Account Leader, Arcadis

“The Sustainable Cities program is a strategic collaboration between cities and businesses that is about addressing the cities’ sustainable development challenges. WBCSD acts as an enabler to help its members liaise with authorities to find integrated solutions while business can help implement and finance the solutions. WBCSD members are exploring new partnerships to minimize carbon emissions, to bring about implementation of sustainable cities and encourage behavioral change towards more sustainable living.”

Sustainable Materials

Amelie Rouvin, Project Manager Environment & Circular Economy, Veolia

“We need to do more with less. Business faces pressure on resource scarcity, circular economy represents an alternative perspective to business as usual that mitigates risks and creates financial opportunities. It’s a key new business model that will help achieve SDGs, as our linear models have reached their limits.” The cluster members are working to address the circular economy questions and challenges that WBCSD member companies are facing. These include the launch of Factor10 and a CEO Guide to the Circular Economy at the World Circular Economy Forum in June in Helsinki, Finland.



In the spotlight: Global trends, lessons and the road ahead

“Living a sustainable lifestyle is key to designing a sustainable lifestyle”

Ron Voglewede, Global Sustainability Director, Whirlpool & Frantz Beznik, Global R&D Sustainability Director, P&G

With the above sentence in mind, Whirlpool Corporation created the ReNEWW House (which stands for Retrofit Net-Zero Energy Water Waste). It's a 1920s house that has been extensively retrofitted and refurbished to be as energy and water efficient as possible. It operates as a live-in research lab and sustainable living showcase.



“The first thing that hit me when I entered the house was the silence. Then the plants that filter the air. Then I paid attention to the finer details like the ‘pre-heat’ water switch,” said Franz Beznik. His second thought was *“How can I live in this house? Or even better, how do I get my staff to come live in and experience this house?”*

Whirlpool invited a group of WBCSD Sustainable Lifestyles cluster members, including co-chairs [P&G and Firmenich](#), to explore how living a sustainable lifestyle can help to design a sustainable lifestyle, and R&D teams spent time living in the ReNEWW House last summer.

Experiencing a vision of sustainable home living gave people the chance to understand that a sustainable lifestyle could be both very similar to what they enjoy today, but at the same time, different and aspirational too – the ReNEWW House made this lifestyle, and the desire for it, tangible.

“It’s not about technology or science, it’s about people becoming creative”, explained Ron Voglewede. *“The idea is to foster creative thinking and creative design around our needs for the future, taking sustainable lifestyles to a whole new level of expectation.”*

The members in Sustainable Lifestyles hope that other companies will invest in giving their own staff these types of opportunities in other urban and suburban environments around the world. These endeavors work best when companies draw in the right partners and are as open as possible with their own ideas.

Through this process of openly working and prototyping together, unexpected and valuable results are sure to be revealed.



More information on the benefits of placing employees in a real-life and immersive sustainable environment be [found here](#).

Making rural areas attractive places to work, live and invest

Duncan Pollard, AVP Stakeholders, Nestlé S.A.

"If cities are to survive, rural areas must thrive. And yet 70% of the world's poor live in rural areas," said Duncan Pollard in his presentation. To address this, we need to improve livelihoods and make agriculture and farming resilient.

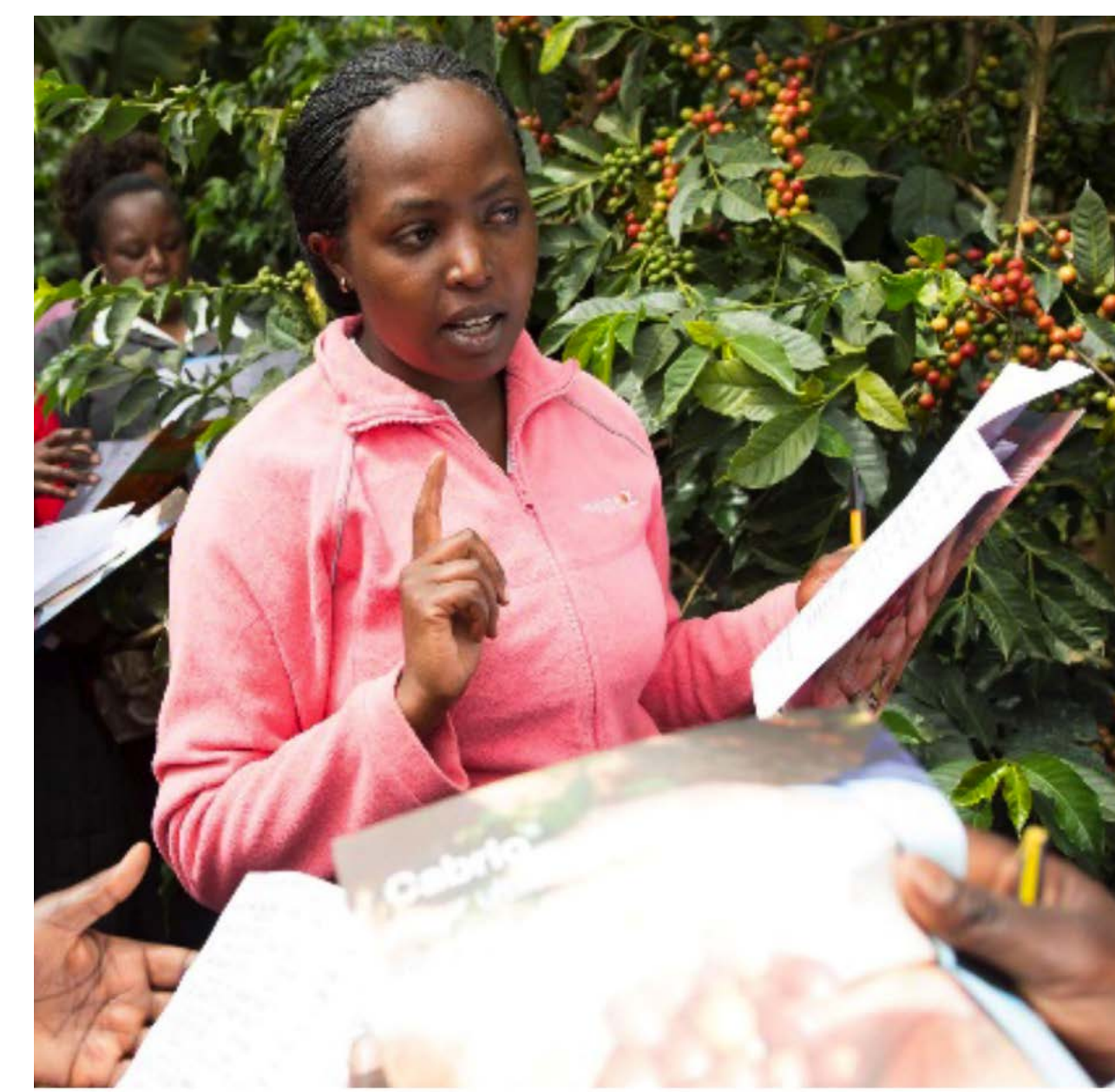
Duncan illustrated his thinking with details about Nestlé's work programs in Kenya to make coffee-growing more attractive and increase farming resilience.

Three years ago, Nestlé launched a study to better understand the needs and expectations of the farmers and their communities.

"The results were surprising for us at Nestlé: the coffee growers are farmers first – they have a variety of other crops and livestock; they also suffer from food insecurity three months out of the year."



Download the case study





The study further demonstrated that farmers working with Nestlé had more resilient livelihoods in comparison to the broader farming community.

That's when they understood that for better impact, Nestlé also needed to improve access to a wider range of basic needs for farming families and communities.

Armed with these results, Nestlé leveraged WBCSD membership to call for business collaboration, to help them tackle challenges of access to healthcare, water, finance, energy and other needs.

Novartis answered the call and worked with Nestlé in Kenya to roll out their "Healthy Family" program in coffee-growing communities to strengthen health systems and increase health literacy and awareness, thus helping to improve productivity and quality of life in the targeted areas.

"Nestlé invites other companies to join us, and leverage the WBCSD space to talk to other companies to replicate the model. It can make a real difference."

Setting a circular blueprint for business through science

Preeti Srivastav, Director, Corporate Climate Action, Ecofys

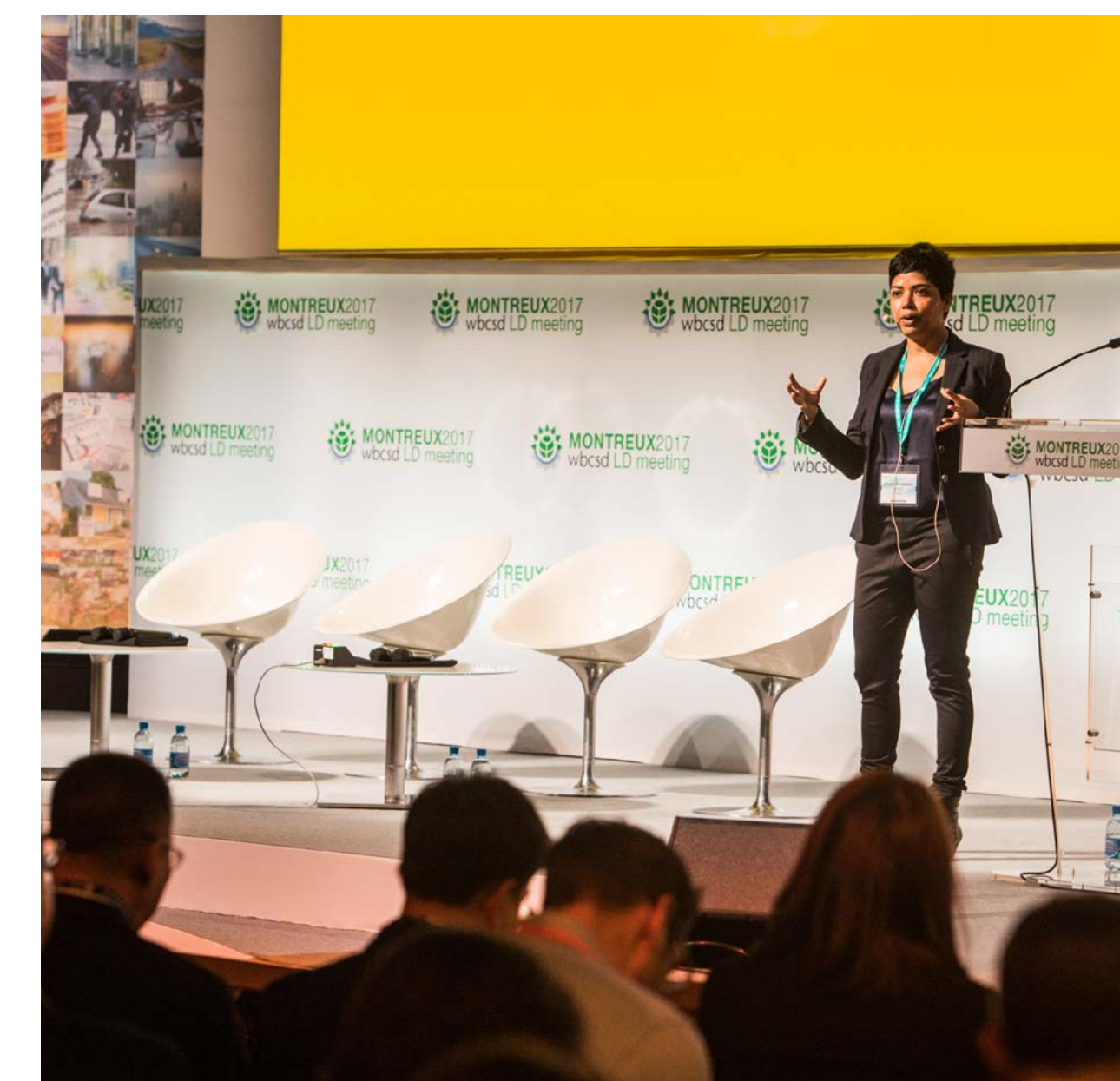
"The circular economy is a simple idea, but not a small one," said Preeti Srivastav. It's key for achieving the SDGs, and for addressing climate change, with capacity to close the emissions gap by half.

"For circular economy, the dam has burst. Now is the time to start implementing," she said.

Preeti explained that Ecofys has led a study that looked at eight key materials that are the most intensive in water, land use and GHG emissions. The goal was to understand which companies and sectors can do the most.

Food and shelter (cement, steel, forestry, agriculture, etc.) are the biggest material users. Which means circular solutions in these fields bring huge opportunities, and huge risks. There is a lot of potential but we cannot take shortcuts, as both are basic human needs and we need to thread carefully.

"Circular economy solutions are central. Let's work together to do more with less," she said.



Confronting the food loss and waste scandal

Tristram Stuart

Feedback - The food paradigm

"The beans didn't know they had to be nine centimeters long, they grow all sorts of different lengths. A bit like us."

Tristram Stuart gave a provocative intervention on global food loss and waste. The founder of Feedback, a food waste reduction program, Tristram challenged the room to think differently about growing food, packaging food and wasting food. From beauty parades for oranges through to getting wasted on waste, Tristram's presentation gave us real food for thought.

Play the video:
Confronting
the food
loss & waste
scandal



Does your sustainability report matter to investors?

Lee Ballin, Head of Sustainable Business Programs – Bloomberg LP.

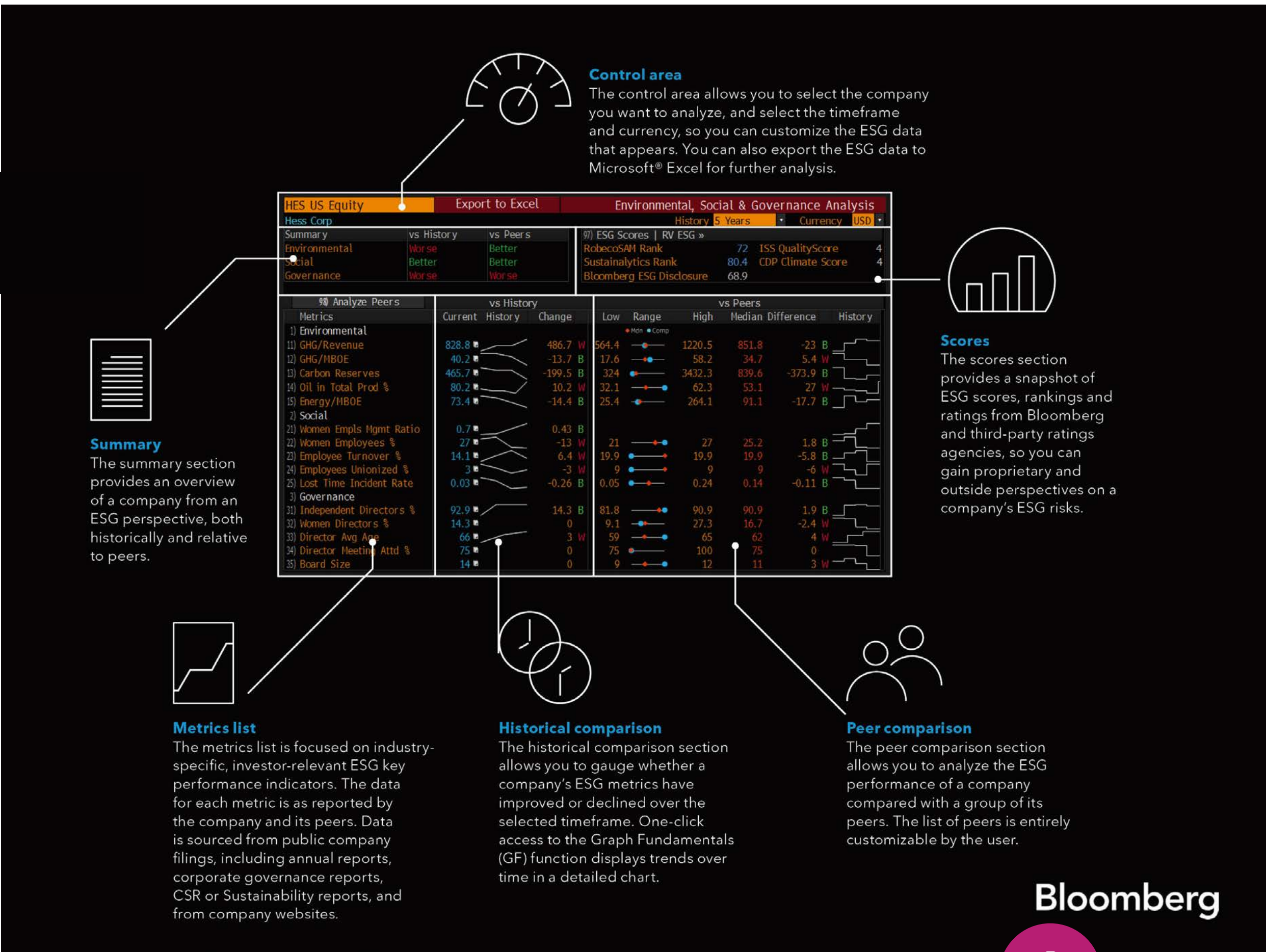
“Does your sustainability report matter to investors? Does the data ever get used?” With that question, Lee came on stage.

Much to the agreement of the room, Lee drew from his experience to describe the process of putting together a sustainability report: *“You know the routine well. You spend eight months of the year writing your report. It gets published, and quite often forgotten. And two months later you start the process all over again”.*

So, does your sustainability report matter to the investment community? The good news is that the answer is YES. Bloomberg’s terminals take into consideration the governance, environmental and social data from sustainability reports and provide a sustainability rating to investors.

That data can also be used to improve the sustainability approaches of companies and see how they do compared to other companies. After all, 93% of companies surveyed by Bloomberg agree that climate is a material issue.

Don’t forget the words of Peter Bakker: *“accountants will save the world.”*



Control area
The control area allows you to select the company you want to analyze, and select the timeframe and currency, so you can customize the ESG data that appears. You can also export the ESG data to Microsoft® Excel for further analysis.

Summary
The summary section provides an overview of a company from an ESG perspective, both historically and relative to peers.

Metrics list
The metrics list is focused on industry-specific, investor-relevant ESG key performance indicators. The data for each metric is as reported by the company and its peers. Data is sourced from public company filings, including annual reports, corporate governance reports, CSR or Sustainability reports, and from company websites.

Historical comparison
The historical comparison section allows you to gauge whether a company’s ESG metrics have improved or declined over the selected timeframe. One-click access to the Graph Fundamentals (GF) function displays trends over time in a detailed chart.

Peer comparison
The peer comparison section allows you to analyze the ESG performance of a company compared with a group of its peers. The list of peers is entirely customizable by the user.

Scores
The scores section provides a snapshot of ESG scores, rankings and ratings from Bloomberg and third-party ratings agencies, so you can gain proprietary and outside perspectives on a company’s ESG risks.

Bloomberg



Download the presentation





Collaboration challenges and opportunities: Radical thoughts from the frontline

In this enthusiastic discussion, panelists dove into challenges and opportunities associated with collaboration toward the SDGs.

Participants included Jan-Willem Scheijgrond, Head of International Partnerships, Royal Philips N.V., Nadia Isler, Director of the SDG Lab at the UN Office at Geneva and Herman Mulder, chair and board member at the Global Reporting Initiative. The session was moderated by Gail Whiteman, Director of the Pentland Center for Sustainability in Business and Professor in Residence at WBCSD.

“Let’s challenge each other – let’s make each other feel uncomfortable,” said Mulder, setting the tone for the conversation.

It won’t be easy, panelists said, but as trust in business, government and media is at an all-time low, we all need to work together and rebuild.

It’s clear, panelists agreed, that collaboration can be transformational when it’s successful. The key has to be meaningful participation, and sharing in the challenges and the opportunities.

The SDGs are a prime example of such collaboration. *"It's the largest collaboration in the global community,"* Isler said. *"Having agreed 17 goals and 169 targets is remarkable."*

But in today's reality – we need to do more. Businesses and governments need to play along.

"We have to go out of the comfort zone, we can't be aggressive and we need to keep the conversation going," Scheijgrond said.

But how?

It's critical for sustainability leaders to close the communication gap by moving away from stereotypes and learning to speak with each other through a common language.

"We all have the same goal, but we have different incentives," Isler said.

"We need to translate and we need to move away from jargon," said Mulder.

Our [CEO Guide to the SDGs](#), launched in Montreux, aims to do just that: it sets clear actions business can take to begin aligning with the SDGs, and plotting a course towards unlocking the value they represent.

In order to reach the Goals, it's necessary to speak a common language, but it's also critical to think big.

"We have to work at scale, not scale up," Scheijgrond said. Transforming at scale and disrupting the system will mean working together and being open.

We need to be willing to make each other feel uncomfortable. We need to be willing to feel uncomfortable, and we need to find a way to speak the same language. We all have the same goals, we just have different incentives.

The SDGs are a tool for long-term value creation, and we all need to see them that way. It's our duty to make the right decisions to pursue sustainable development, because – as Isler pointed out – *"we're all part of the same long relay race."*





Prescriptions for impact

The strengths and weaknesses of our “fish,” as a tasty metaphor for the “wisdom” caught during discussions with colleagues, were the subject of much discussion as six business leaders came together to share takeaways from this year’s Issue Surgery.

Conducted for the first time this year, the Issue Surgery sessions ran on Tuesday afternoon, offering delegates the opportunity to attend two of the 12 discussions on offer. There was a busy pace of conversation as colleagues gave their opinions on topics such as building trust in business, making monetary valuation work and the challenge of collaborating with competitors.

So, what kind of salmon, herring and trout emerged? In order to achieve real change, and to scale-up, collaboration on sustainability is king(fish!). How is this best done when working with a direct competitor? This salmon dictated that companies should be up front about what they are working towards from the beginning, and comfortable about what should be done together or left to in-house teams.



A separate discussion heard how each company has a different interpretation of the circular economy – each of which is valid. The value that WBCSD can bring is to define the circular economy from a business value standpoint.

Towards the end of the session a particularly colorful theme emerged, as delegates discussed resilience as a means to frame sustainability: a resilient business is a sustainable business. With much talk of responding to the “turbulent teens” throughout the plenary, the idea of resilience as a means both to respond to political and social challenges, and to increase sustainability, kept many delegates talking even as the session was called to a close.





Towards our Council Meeting in Mexico: Regional perspectives

The 2017 Liaison Delegate Meeting in Montreux proved to be the biggest ever, with nearly 400 attendees. And, with a strong theme of leading women running through the week, it was fitting that the representation of women grew this year to almost 50%.

The challenge of every success is to build upon it. This challenge was discussed at the final session of Tuesday's plenary, as we look forward to the 2017 Council Meeting from [16-19 October in Mexico](#).

WBCSD is excited to bring your next Council Meeting to Latin America, which offers some of the strongest global opportunities for business, financial institutions and NGOs. To unlock these opportunities, companies

must go deeper locally, with robust social investment initiatives. Speakers in the final panel stressed the importance of integrating local small and medium-sized enterprises, which represent 95% of businesses in Mexico. To build sustainably, and retain a license to operate, each company in Latin America should reach out to local partners.

Latin America also offers challenges to be resolved, such as climate change, equality, corruption, education and mobility. In order to address these challenges collaboration is essential, both between private businesses and with third parties such as the public sector and civil society. Each challenge and opportunity offers a unique and lively point of discussion as we turn towards Mexico in October.



Leading Women Awards

"Tonight, we are here to celebrate ten outstanding women leaders who are in the room, and also leading women around the world," said Peter Bakker as he opened the [Leading Women Awards](#) ceremony on Tuesday night.

So, it was fitting for the night to be dedicated to them and to raising awareness on the need for gender equality. And what an honor it was to host the very first WBCSD Leading Women who had come from all over the world to be in Montreux: Brazil, India, Indonesia, France, Mexico, Sweden, Switzerland and the US.

Moments later, the room cheered Maria Mendiluce and Filippo Veglio when they announced WBCSD's pledge to prevent "manels" (© Andrea Brown, Director of the Sustainable Materials Cluster) – panels only composed of men – to walk the talk when it comes to gender equality.

The energy lit up the room as three Leading Women were invited on stage to share some thoughts about the need for gender diversity, from a business perspective but also from a personal perspective:

Asa Bergman, CEO of Sweco, told us *"Gender diversity is about business success, it needs to be part of your company's business plan."* Great words of encouragement from the CEO of a company that has more than achieved gender equality throughout its decision-making functions.

"Change the norm. It's ok. Be yourself and do what you want," recommended Joy Deshmukh Ranadive of Tata Consultancy Services.



"To achieve gender equality, we need more men involved in gender issues, without making a joke out of it." Her remarks drew loud applause and congratulations from the audience, from both men and women.

"Hiring a woman in the C-suite is not an obligation, but it brings a wealth of opportunities. And it reduces risks!" added Carine de Boissezon, CFO International Division at EDF. Much to the approval of everyone in the room, Carine finished her intervention with words of wisdom for gender equality from the galaxy's most famous philosopher, Master Yoda: *"Do. Or do not. There is no try."*

Immediately after the speeches, all the Leading Women were invited on stage to accept their awards under a wave of applause.

The family picture at the end of the ceremony was a final moment of fun, when the selection committee joined the recipients for some nice pictures. [See all the pictures here.](#)





Issue surgery

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1 Technological innovation, robotics and big data – impacts on jobs and sustainability



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Three points of consensus:

- The impact from these technologies will be felt much faster and across more industries compared to past examples of change
- The trends create pressure to find solutions for those impacted. Both companies and the education system will need to adapt to new skills required
- Impact will be stronger across blue-collar workers and will likely increase political risk

Three critical issues to resolve:

- As industries will be impacted differently, can we work together to transition labor across traditional divides (e.g. coal mining and power plant operators to solar and wind industry)?
- The net effect on jobs is still unclear and members would need to pool their resources to better understand the shifts to expect
- What do these trends mean for the current relationship between work and income and how might this change national economic systems?

Issue surgery

2 Building trust in business through science and the SDGs



Three points of consensus:

- Trust is crucial for business. For a license to operate, to attract talent, make investments and win business
- SDGs and science don't resonate with the public
- Delivering the SDGs offers long-term value, not a quick fix

Three critical issues to resolve:

- Brands are helpful to generate an emotional connection with society
- People are trusted more than organizations. But CEOs are trusted least of all
- Business needs to listen more and better demonstrate its impacts

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Issue surgery

3 The path to Earth Competent boards



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Three points of consensus:

- Boards need to be engaged on sustainability to efficiently drive sustainability leadership
- There is a lack of understanding of boards' roles and responsibilities amongst sustainability directors
- On top of direct action, sustainability directors need to collaborate with other top management directors (financial and legal officers) to engage boards

Three critical issues to resolve:

- Sustainability directors lack direct access to the board, how can they help them become "Earth Competent" without bypassing hierarchy?
- Sustainability issues are usually complex. How can we make them simple and clear enough to be presented to the board?
- What legal argument can be made to link sustainability issues with boards' fiduciary duties?

Issue surgery

4 Accelerating towards a bio-smart economy



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Three points of consensus:

- It's essential that we have the most circular solutions for a low emissions economy. Therefore, bio-based or other materials solutions should be fully explored through LCA approaches
- Bio-based materials will need to have at least the performance characteristics of conventional materials if they are to be readily accepted in the market place and at the same price points
- Some form of subsidy or long-term contract to ensure price certainty would assist the bioeconomy achieve scale and the comparative efficiencies of fossil fuel based industries

Three critical issues to resolve:

- Is there sufficient bio-based material readily available to create a biosmart economy?
- How do we ensure that biomaterials are produced sustainably and do not further contribute to climate change?
- Regulatory approaches, such as mandated levels of biofuels in conventional fuel mixes, have proven successful but how do we strike the right balance with the market demand and the need to create consumer pull for biomaterials

Issue surgery

5 Integrating resilience in business decision-making



Three points of consensus:

- Resilience is a risk-management issue necessary to achieve long term sustainability
- Resilience is about continuing to deliver value in an uncertain world
- Collaboration and capacity-building are essential to build resilience

Three critical issues to resolve:

- Advancing the concept of resilience for better decision-making
- Clarification of scope and strengthening of the business case
- Integrating resilience into core business while contributing to resilience of the environment and communities

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Issue surgery

6 Circular economy priorities for action



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Three points of consensus:

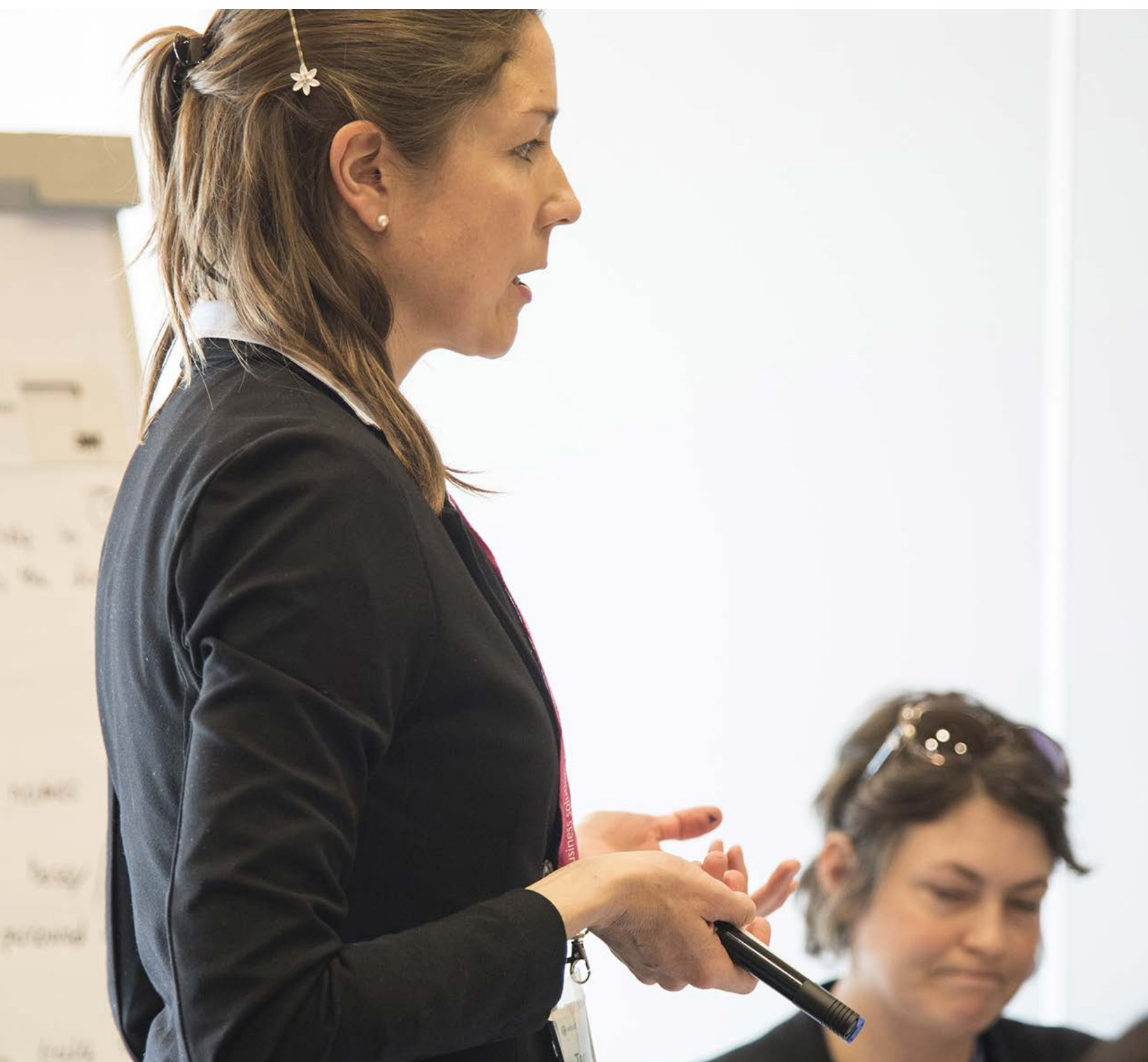
- There is generally a widespread acceptance that companies are moving towards a circular economy
- How companies are approaching circular economy, and their level of maturity around the topic vary. Everything from waste initiatives to product re-design and new business models are included
- The drivers for why business is moving towards a circular economy also vary, but future-proofing companies will require business to consider how they use materials and resources more effectively

Three critical issues to resolve:

- The current definition of circular economy is not well understood by business. How companies interpret circular economy is a key challenge
- Business will need to challenge existing linear models that often consider circular economy approaches that are focused on “end of life” and waste, and find the transformative opportunities upstream
- Metrics for circular economy are needed to help business understand where to focus, and to be able to measure progress

Issue surgery

7 Business strategies for empowering women



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Three points of consensus:

- The challenge of empowering women should be framed as a diversity and inclusion objective rather than a gender issue
- The business case is supported by robust research, data and trend analysis, and should be widely shared. "US\$12 trillion could be added to global GDP by 2025 by advancing women's equality" (McKinsey)
- Policies supporting inclusiveness need to come from corporate and governments, such as flexible maternity and paternity leave, childcare and working hours

Three critical issues to resolve:

- Demand side: significant structural and cultural barriers are restricting the recruitment and the progress of women's careers. Supply side: young generation need to be shown the career options available and be inspired to pursue alternatives and apply for leadership positions
- Enhancing awareness at all levels, including CEOs (commitment) and middle management (implementation)
- Getting women into leadership roles with direct responsibility for profit and loss is still a challenge in the corporate environment

Issue surgery

8 B2B collaboration for rural development



Three points of consensus:

- Successful examples of corporate rural livelihoods programs already exist within WBCSD member companies
- These schemes have been essential in establishing trust and long-term relationships, and improving the basic income and living standards of farmers and communities
- The potential for business-to-business (B2B) collaboration in these contexts is substantial

Three critical issues to resolve:

- The long-term value to core business of rural livelihoods schemes needs to be further explored
- Access to finance for rural communities as well as seed funding to help corporates kick-off collaborative schemes is an important barrier
- A mechanism is needed to help companies identify opportunities for B2B collaboration

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Download the Rural Livelihoods case study



Issue surgery

9 The challenge of collaborating with competitors



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Three points of consensus:

- Collaboration remains an underexploited investment area among businesses, although there are good examples of companies using it as a useful tool to open up new or immature markets in a variety of ways
- Collaboration is difficult, but common sustainability challenges can offer a way to demand and drive conversations that companies would typically struggle to engage in – it can keep people at the table when normally they would leave
- Competition and free market regulations (particularly, the uncertainty around their applicability and reach) can be both a perceived and a real barrier to any form of cooperation between competitors

Four critical issues to resolve:

- Collaboration takes courage, but if companies can learn to better identify where collaboration stops and competition starts, they are likely to reveal previously hidden value
- The most important step in any collaboration is to precisely agree objectives and roles, as well as set clear expectations

Issue surgery

9 The challenge of collaborating with competitors



- Companies are trained to compete – how can we compete and cooperate at the same time? Successful collaborators need to be provided with skills that can be used to build personal relationships and radically escalate trust
- Competitors can work together towards common goals albeit slowly. Increasingly, collaborations are helping companies to open market opportunities Examples include:
 - Where finance is not yet available
 - Where a competitor has the technical expertise to bring an idea to scale
 - Where no single competitor can do it alone
 - Where competition needs to be in place for fairness
 - Where a joint message needs to be shared for the market to move

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Issue surgery

10 2017: a year of both new responsibilities and opportunities for forward-looking business



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Three points of consensus:

- Sustainable development is a responsibility and an opportunity beyond 2017
- Businesses can look at solid north stars for continuity: despite turbulent times, there are anchors for business such as science and data concerning sustainability, general trust in business, market forces, or the SDGs
- Reaffirm commitments through strong communications

Three critical issues to resolve:

- Social Impact – the next responsibility and opportunity
- Fourth industrial revolution: digitalization and technology offer unresolved opportunities and dilemmas that need to be addressed
- Strengthen business as a trusted agent and recover the trust in the leadership of business

Issue surgery

1 1 Making monetary valuation work for business



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Three points of consensus:

- We are on a journey towards more standardized non-financial capital measurement and valuation
- Quantifying and reporting social capital impact leads to significant opportunities and some risks
- Methodologies and conversion factors need to improve to be more accurate, reliable and practical

Three critical issues to resolve:

- Monetization is controversial
- Varying purpose of non-financial capital assessment
- Corporate culture and clear communications are key



Download the white paper on Operationalizing Impact Valuation

Issue surgery

12 The Corporate Reporting Dialogue: answering the call for collaboration between the framework providers and standard setters



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Is reporting confusing?

- Participants agreed that reporting is confusing, inconsistent with misalignment between reporting standards
- Different definitions and interpretations of materiality change what information is relevant

How can we reform corporate reporting?

- Participants want to see one aligned framework with only relevant questions
- The Corporate Reporting Dialogue (CRD) could reach out to ratings agencies to reduce distortion and encourage alignment

Is reporting useful for companies internally? What are the internal/external drivers?

- Reporting is very useful as an engagement tool, especially in the early stages but that standards do not influence strategy
- The reporting process is important for target-setting and adding value to strategy

Issue surgery

12 The Corporate Reporting Dialogue: answering the call for collaboration between the framework providers and standard setters



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Is integration feasible?

- Different audiences need different information - financial reporting reflects the health of the company, but sustainability reporting reflects the company's value and culture
- We must move closer to integration – perhaps through assessing the financial impacts of sustainability activity

Is the process of reporting helpful for target setting?

- Yes – as financial impacts of sustainability risks and opportunities are increasingly required, companies will face ratings backlash if they don't set the appropriate targets
- However, there is a tension between telling a company's sustainability story, and satisfying the need for comparability

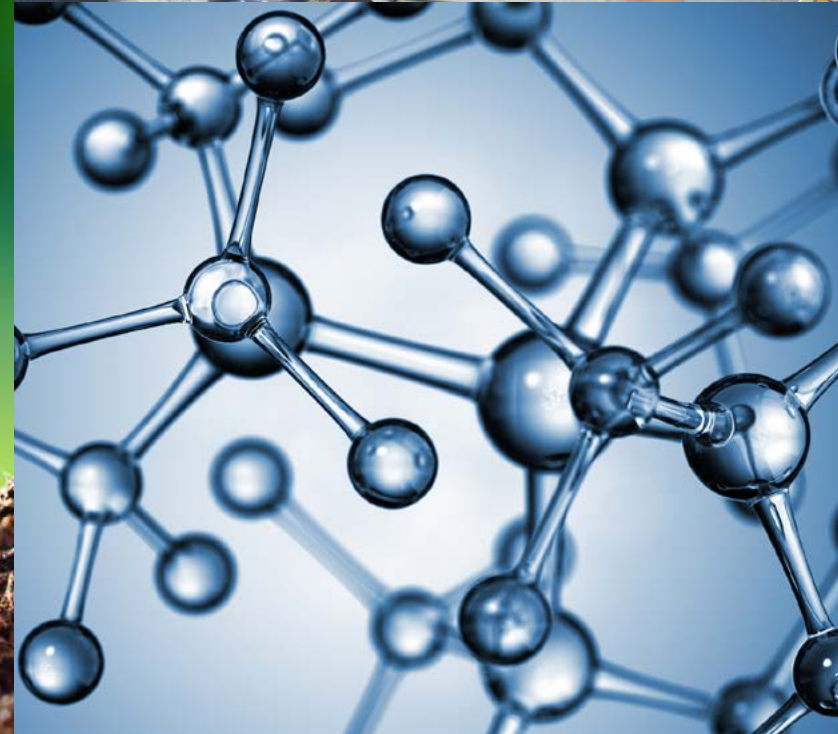
What is the role of the CRD?

- Influence teaching and supplying examples of cases in which reporting has added learning and value?
- Design a reporting system that promotes learning, value and purpose?



Cluster updates

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Redefining value



Our vision is that by 2050, all companies will measure, value and report their true value, true costs and true profits.

Redefining Value seeks to progress this ambition by developing resources to advance non-financial capital measurement, valuation and reporting. Doing so will help companies improve their decision-making on sustainability issues.

The Redefining Value work for 2017 include projects related to:

- 1 Enhanced Disclosure for Effective Decision-Making
- 2 Assurance
- 3 Reporting Matters
- 4 Risk Management
- 5 [The Reporting Exchange](#)

Our Redefining Value program is supported by the Gordon and Betty Moore Foundation through the Conservation and Financial Markets Initiative (CFMI).

CFMI will use the power of mainstream financial markets to help move the food sector away from production practices that degrade natural ecosystems.

Our goal is to support businesses and the capital markets to make informed decisions based on effective disclosures.

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Key outcomes from Montreux

- The Redefining Value team provided an overview of our recently-published study into sustainability and enterprise risk management as part of CFMI. Additionally, they invited WBCSD members to join a new Risk Management working group. The group will work with COSO to develop interpretive guidance to align Enterprise Risk Management processes and sustainability
- Montreux also saw the kickoff of another new project related to the CFMI grant. This enhanced disclosure project will focus on materiality and metrics
- The Task Force on Climate-Related Financial Disclosure session updated members on their progress and accepted member feedback into the consultation process for the revised recommendations

Approach and Objectives 2017

- Work on Reporting Matters 2017 starts soon. Members are invited to share their latest sustainability report. The RV team will focus on developing three case studies on sustainability risk management practices
- We will develop draft Interpretive Guidance on Sustainability Risk Management to support the COSO Risk Management Framework
- A benchmarking reporting on risk disclosure requirements for 15 material markets/geographies will be published later in 2017
- The Reporting Exchange beta platform continues to be available 2017. Ahead of the formal launch, members can access the beta version at www.reportingexchange.com

Sustainable lifestyles

Challenging today, creating tomorrow



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Our Sustainable Lifestyles work seeks to understand the world that we need to create — technically, practically and emotionally — to enable and inspire more sustainable lifestyles. By looking at where we live, how we move around and what we eat, we can explore solutions at a systemic level, considering products, infrastructure, technology, business models, behaviors and aspirations.

At this year’s LD Meeting, the Sustainable Lifestyles Cluster provided members with updates on our three main work areas.

MEASUREMENT: We have created four short reports (home, mobility, food and goods) outlining potential routes towards more sustainable living today. These will be available in the coming weeks.

INNOVATION: We have started work on an exciting new way of thinking about how companies can profitably create more desirable and sustainable ways for us to live, eat and move around.

ENGAGE: We shared the first version of the Good Life 2.0 Playbook (US Edition) with the membership. We are in talks with partners to develop further Playbooks in 2017

“The power of the sustainable lifestyles work is in its ability to combine both a systems and an individual perspective. We’re thinking about how people can live, eat and move in an aspirational and more sustainable way.”

Key outcomes from Montreux

LIGHTHOUSES: In 2017, we're combining our thinking on aspirations and innovation. We believe that we can only design (realistic) sustainable lifestyles if we consider aspirations alongside the innovations that will make more sustainable living possible. Our work this year is to create "lighthouses" for future sustainable lifestyles, offering insight into people's needs, desires and aspirations in the main lifestyle impact areas (what we eat, where we live and how we move around).

These lighthouses will offer an inspiring outlook of "sustainable living" that serves as an anchor for exploring innovation pathways and the unconventional collaborations that will bring them to life. They will also provoke innovation ideas across home, food and mobility, providing the links between how we live, eat and move that will bring solutions to life for the individuals who will have to embrace them.

We presented the research behind our initial proposed lighthouses – covering current realities and trends, people and market insights, emerging innovations and links to the aspirations identified in the Playbook. The working group gave us very positive reactions, refining and endorsing the work done thus far. We agreed to explore the most inspirational way to bring the three lighthouses to life and present at least one to members in Mexico City.

Approach and Objectives 2017

- The Playbook is a foundational tool in our ability to engage companies in our way of thinking. It underpins an approach based on aspiration and engagement, rather than one based on reductions or purely technical solutions.
- The Playbook inspires (and challenges) companies to explore a shift in their brand strategy. We will create case studies that will help members to take this risk and start promoting aspirations in line with the Good Life 2.0.
- Through our Lighthouses work, we will provide members with a truly inspirational perspective to sustainable living that they can use to generate excitement and support for the opportunities that a sustainable lifestyles lens can reveal.

"Sustainable lifestyles can be irresistible, but not without innovation. Join us in defining an aspirational innovation agenda for business!"



Social impact

Catalyzing
business
solutions to
fuel inclusive
growth



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Our work in Social Impact catalyzes business action to fuel inclusive growth. We develop tangible business solutions to help companies better manage risks, anticipate consumer demand, build positions in growth markets, secure access to needed resources, and strengthen supply chains.

In Montreux, we featured updates and new releases for four business solutions:

The Social Capital Protocol: the first public version of the Protocol, website, case study and resource library and first sector guide were released.

Business and Human Rights: a 2017 webinar and workshop series has been launched - featuring workshops in London, US, India and South Africa.

Finance for Social Impact: insights from an ongoing series of CFO interviews investigating "The CFO Dilemma" were shared.

Rural Livelihoods: companies were invited to explore B2B collaboration to make rural areas more attractive places to work, live and invest.

"Our work around the Social Capital Protocol is underpinned by the belief that companies that truly value people will be more successful"

Key outcomes from Montreux

- This first version of the Social Capital Protocol was released. Developed collaboratively with input from over 50 WBCSD member companies, an Advisory Group of 20 expert partners, and four WBCSD Global Network partners, this is just the beginning of the journey. Find out more about how the Protocol is being developed and how you can get involved at www.social-capital.org.
- [The Rural Livelihoods Initiative](#) featured highlights from Nestlé and Novartis in rural Kenya – extending an invitation to explore further collaboration and replication, starting with a field trip in Kenya later this year.
- An update was shared on the Finance for Social Impact business solution, led by JPMorgan and Deloitte – investigating the “CFO Dilemma”: how to drive investment decisions that also have a positive social impact. Further CFOs are invited to join the conversation.
- Implications around the corporate responsibility to respect human rights were highlighted, confirming a growing consensus that this rapidly advancing area serves as a critical foundation and entry point for addressing companies’ social performance.

Approach and Objectives 2017

- Raise level of awareness, engagement and ambition across the member companies for the Social Impact Business Solutions.
- Develop and launch the Social Capital Protocol in a manner that it will be the globally recognized tool for business to measure and manage its social impacts; ensure we create the most representative partnerships and advisory board and reach a global audience.
- Create a dialogue with members and partners around the social implications (jobs, skills, working conditions) of the various ongoing technological transformations in society (low carbon transformation, Fourth Industrial Revolution, blockchain, etc.).

“For business to fully realize its contribution to sustainable development, it must put efforts to advance respect for human rights at the heart of the people part of sustainable development.”



Natural Capital & Ecosystems

Measure, value, manage: Mainstreaming natural capital



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The new Natural Capital and Ecosystems strategy was endorsed by members. Participants provided constructive feedback on the objectives and activities of this area, in particular around communications as well as implementation and dissemination of the Natural Capital Protocol.

WBCSD has been working on environmental issues for over 20 years. While the terminology and companies' practices have evolved, more and more companies are looking into understanding their impacts and dependencies on natural capital and are realizing that these represent real risks and opportunities.

Following the merger of the Ecosystems and Landscape Management Cluster (ELM) and the Natural Capital Protocol work, WBCSD aims to catalyze action and get more companies to measure and value natural capital by:

- Simplifying the language
- Helping WBCSD members implement the Protocol

Key outcomes from Montreux

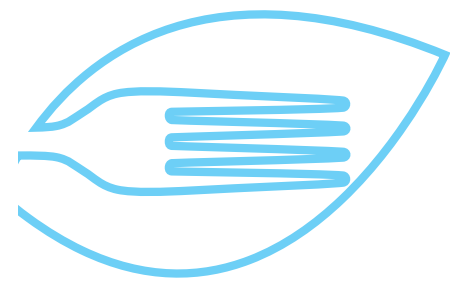
- There was a new wave of energy and enthusiasm around natural capital and ecosystems.
- Participants were particularly excited about:
 - a two-minute video to be launched at the World Forum on Natural Capital in November
 - a structured process to support members as they use the Natural Capital Protocol
- The pilot version of the [Natural Capital Protocol Toolkit](#) was launched for feedback until 27 April.
- Members provided feedback on the Toolkit and discussed options for improvement.

Approach and Objectives 2017

The Cluster will focus on two main areas of work:

- 1 Communication and advocacy:
Highlighting company experience and learnings through videos, case studies and events.
 - 2 Implementation and dissemination of the Natural Capital Protocol:
Helping members measure, value and manage natural capital through guidance on tools, workshops and webinars
- The Cluster will leverage activities, materials such as the Toolkit, existing and emerging sector guides, across the WBCSD and beyond.
 - The Cluster will launch the Toolkit in Q3

“The Cluster will provide value to members through structured engagement and support as well as fit-for-purpose communications.”



Food Reform for Sustainability & Health: FReSH



FReSH is a joint program of WBCSD and the EAT Foundation

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FReSH is the global business platform to accelerate transformational change in global food systems to reach healthy, enjoyable diets for all, produced responsibly within planetary boundaries.

To achieve this ambitious goal, FReSH draws on knowledge and efforts from premier research institutions, and works with the business community to adopt successful and impactful solutions in five areas:



Key outcomes from Montreux

With its unique value proposition, FReSH continues to attract members and partners: there were up to 60 participants in the various sessions.

Amongst these participants were several observers considering membership. Pepsico just joined, and several are in the process of joining,

The sessions were focused on developing an exact work plan together. Each session ended with an agreement on clear next steps towards producing concrete deliverables and first results by the time of our next FReSH meeting at the EAT Food Forum on 14 June in Stockholm.

Approach and Objectives 2017

- Agreement on overall food systems transformation strategy, as well as the levels of ambitions for each work stream.
- Inventory of healthy and sustainable diets guidelines per region; gap analysis with current consumption and identification of priority action areas.
- Identification of main challenges and trade-offs along the socio-economic, environmental and health and nutrition pillars related to various food production systems.
- Analysis of existing food consumption patterns and trends
- Agreement on key performance indicators (KPIs) to monitor and report about progress of FReSH program overall, and the various work streams in particular.
- Identification of specific areas for deep-dive activities.



Water



"More needs to be done to elevate water as a strategic CEO concern"

Two-thirds of the global population experience water stress at least one month of the year. Climate change is exacerbating water scarcity, while demand will likely outstrip supply by 40% by 2030. In 2016, 607 CDP-reporting companies indicated US\$14 million of water-related impacts. The challenge is immense and opportunities hold equally important potential for business.

This is why WBCSD is reviewing its water strategy in 2017, in order to deliver solutions for business continuity and growth to adapt and progress in an increasingly water-constrained world with challenging allocation trade-offs already affecting business.

The new strategy will also be a response to the identified need to manage water as part of WBCSD's systems transformation efforts in the fields of agriculture and land use, cities, redefining value, circular economy, energy and people.

The Earth Security Group, a renowned ESG business advisory and thought leader, is our partner in this exercise.

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Key outcomes from Montreux

- Over 30 companies took part in the **water strategy development workshop**. Already experiencing water-related challenges, they mentioned the need to avert existential risk and make a common business voice heard on the solutions and policies required to be able to grow in the midst of systemic threats that lie ahead.
- **Three pillars** are emerging for the new strategic orientation:
 - Water as a **cross-cutting** aspect of sectorial approaches;
 - More **regional** implementation while setting global agenda and providing thought leadership;
 - Water as linked to business value, continuity and growth.
- **Resilience strategies** are key for companies to keep operating in a relevant way for their stakeholders in an increasingly uncertain world, as pointed out by members in the Issue Surgery discussion on Integrating Resilience into Business Decision-Making.

Approach and Objectives 2017

- An **engagement process** with members and external stakeholders is ongoing to deliver the new strategy to be presented at Stockholm World Water Week in August.
- Meanwhile, existing business solutions continue with respective plans:
 - Launch of the **Business Guide to Circular Water Management** at the World Circular Economy Forum in June. The Circular Water Management business solution will be integrated into the new Factor10 platform on Circular Economy.
 - Launch of the India Water Tool v3 with focus on collaborative solutions, and development of India-specific water strategy.
 - Inclusive business models on **water, sanitation and hygiene (WASH)** workshop to be held in May.

To provide your input to the development of the water strategy, or to join the water cluster, contact Sara Traubel: Traubel@wbcSD.org.

Climate

Transforming our systems for a net zero emissions economy



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The Low Carbon Technology Partnerships initiative (LCTPi) program has entered its third year, with a focus on dialogue with policy-makers and shapers. LCTPi now counts 166 companies and over 50 partners among its ranks with each LCTPi group delivering on their action plans.

The credibility of our work is providing us with excellent opportunities to shape the future.

In the last six months there have been two key developments: the Paris Agreement entered into force demonstrating global commitment to tackling climate change while the U.S. presidential elections highlighted a growing sense of disillusionment in governments and the economic system.

With this dichotomy it has become clear that WBCSD must continue to support ambitious business action and collaboration on climate solutions through our LCTPi program.

Montreux was an important milestone to present to members the impact of our solutions and messaging towards jobs and opportunities presented by a transition to a low-carbon economy.

WBCSD will continue to be the leading voice of business and support members to capitalize on this exciting transformative opportunity in 2017.

Key outcomes from Montreux

- There are 12 business solutions contributing to the “Climate Change Must Have” on reducing emissions in energy, industry, landscape management, forests and climate smart agriculture, transport and cities. Here, we present the progress of the energy and transport solutions. Please check the [sector and value chain projects](#) for specific updates on the rest of the solutions that were presented in Montreux.
- We have established a cross-sectoral group on the vision for net zero emissions and inclusive mobility.
- We showcased our progress in collaborating across LCTPi groups and the leadership of business at COP22.
- We have tangible business cases for investment opportunities in renewables.
- We scoped-out with utility companies new work on “science-based targets” methodologies.

Approach and Objectives 2017

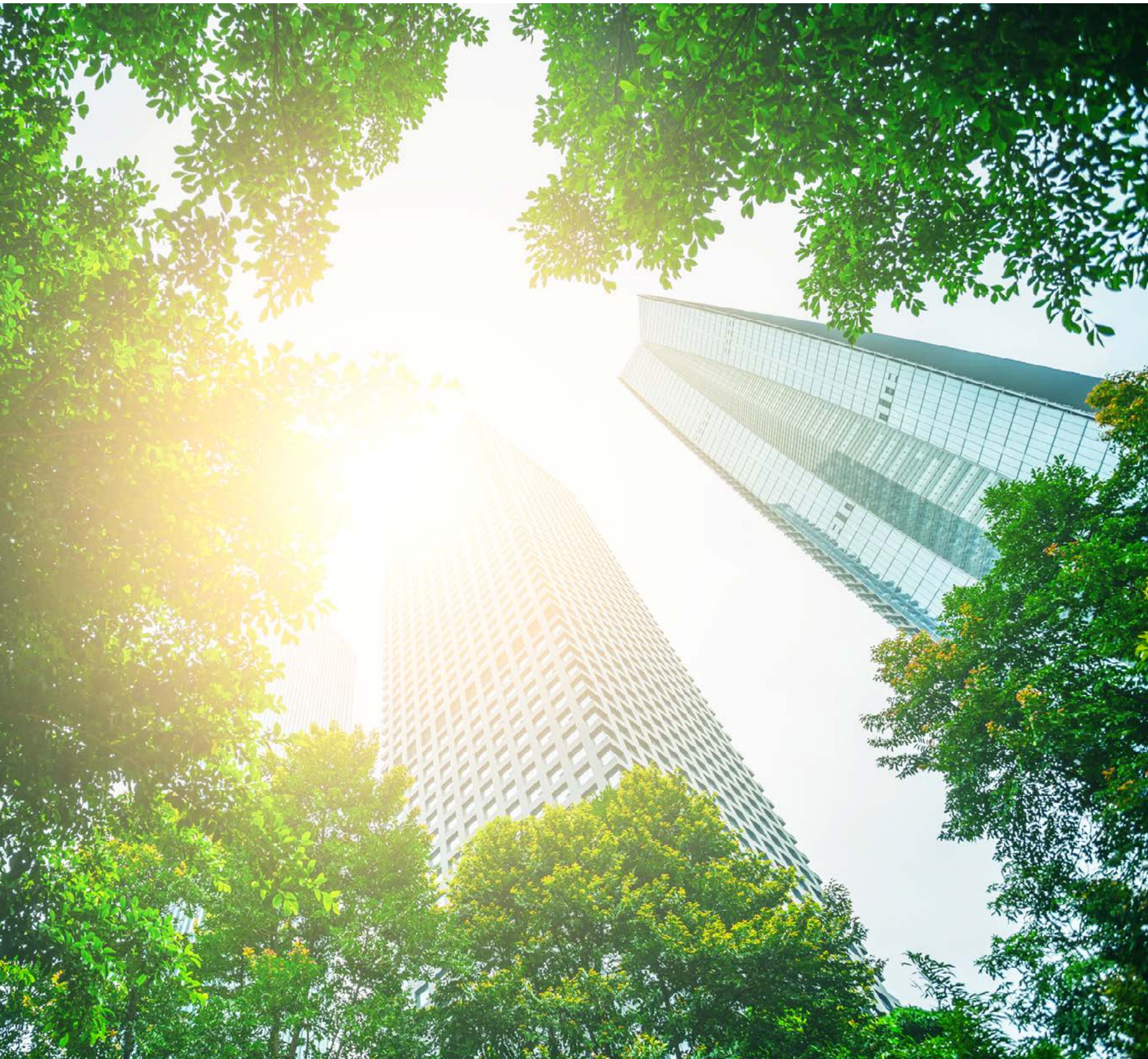
We have four key priorities in the Climate & Energy team: Renewable Energy, Utilities, Low Carbon Transport and Climate Policy.

- LCTPi will focus attention on the business opportunities created by a low carbon economy, also for job creation and the delivery of the SDGs.
- Renewables work will focus on the PPA forum, Low Carbon Microgrids and renewables finance plan.
- Climate policy will strengthen the relationship and dialogue between key policy-makers and business leaders building upon the recommendations of LCTPi
- The transport work will focus its efforts on drafting an overarching transport narrative, growing below50 regionally and pilot the Road Freight Lab project.

“We want to position WBCSD as the leading voice of business and platform for solutions through our two key events, LCTPi7 in June and Low-Emissions Solutions Conference (LESC) in November at COP23.”



Cities



Sustainable cities is a single platform for strategic engagement between business and cities.

Collaborative projects on mobility (SMP), buildings (EEB) and Zero Emissions Cities (ZEC) are experiencing new forms of partnerships and organizational models between cities and business to bring down energy use and CO₂ emissions and encourage behavioral change towards sustainable lifestyles.

Concrete solutions from about a dozen pilot engagements projects are now in place and will be deployed to up to 120 cities by 2020.

The WBCSD member companies participating in these projects see that engaging early with cities can create increased ambition and boost business opportunities.

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Key outcomes from Montreux

Sustainable Mobility (SMP 3.0)

- The three-year project SMP3.0 was presented to WBCSD members and Global Network. SMP3.0 is open to new members and will be focused on the deployment of the multi-modal, fact-based urban mobility planning tool developed in SMP 2.0 (SMP toolkit) in Europe and in other regions such as Brazil, India and Thailand
- The European Commission launched a call for a consortium to support 50+ EU cities using SMP toolkit

Zero Emissions Cities (ZEC)

- The project brings together a cross-sectoral group of companies and cities to drive concrete CO₂ emissions reduction projects that help a city get on a pathway to zero net emissions. In Birmingham, the project has developed an ambitious low-carbon framework for a new city district, which will now go into procurement. In Amsterdam, ZOEnergy, a public-private intermediary organization, is being

created to drive low-carbon projects with multiple stakeholders and clear business benefits. In San Diego, the project engages local businesses on the opportunities around the city's Climate Action Plan. The project is looking for more companies and cities interested in working together

Energy Efficiency in Buildings (EEB Amplify)

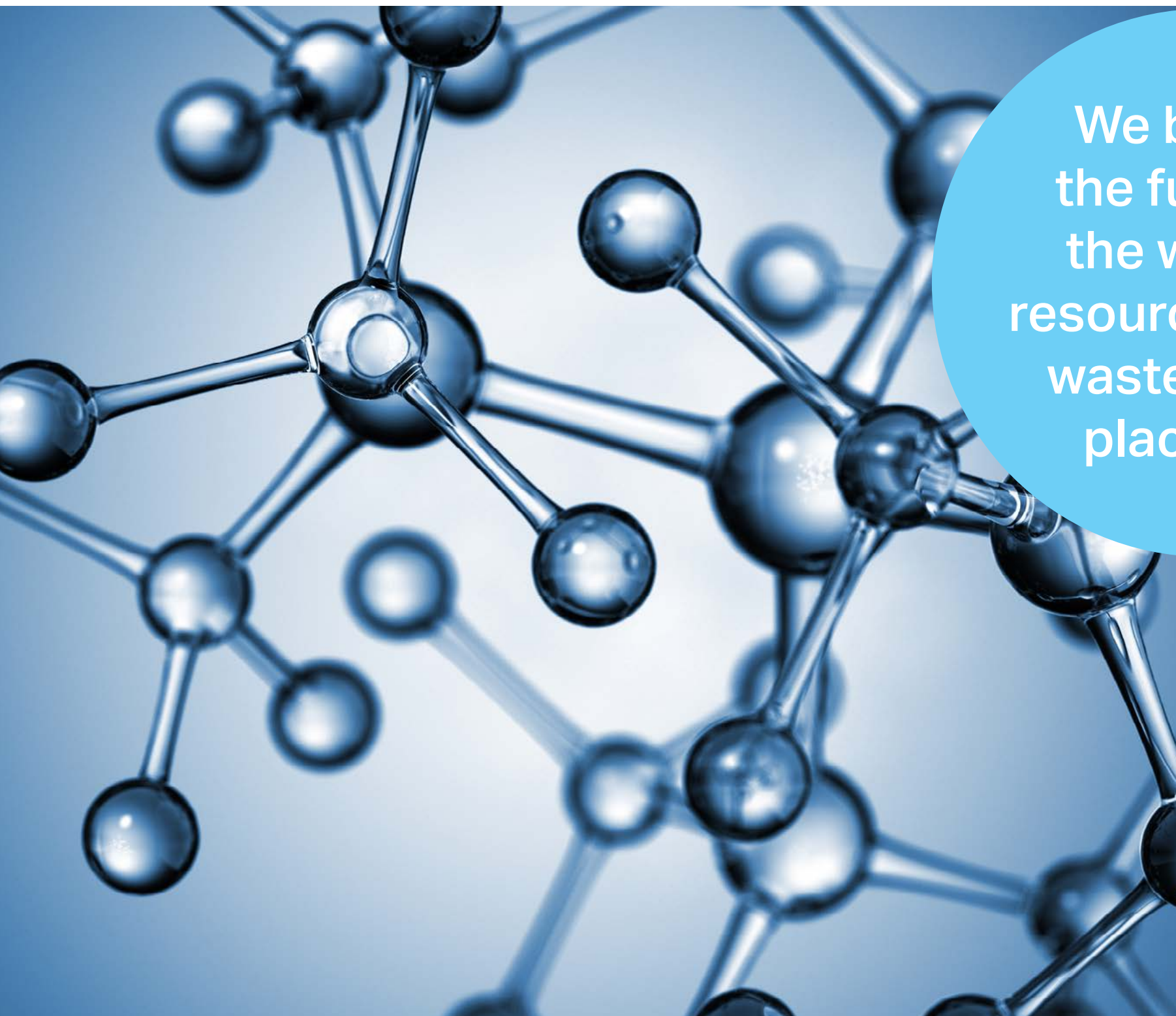
- EEB Amplify aims to work in 50 cities by 2020 to create action plans that reduce energy use by 50%. It does so by engaging the full building value chain to create alignment and concrete projects. The project is open for new members to join
- Together with European partner Climate KIC, EEB Amplify presented in Montreux innovative business models that will be used in the project to boost investments in energy efficiency in buildings solutions

Approach and Objectives 2017

- To enhance its role as neutral convener of strategic, but action-oriented dialogue between cities and business, WBCSD has developed the Sustainable Cities Engagement Model. It helps stakeholders understand a city's stakeholders sustainability challenges, set integrated priorities and ambitions, identify solutions and develop new partnership and business models for implementation.
- With the support of the newly created Sustainable Cities Leadership Board, WBCSD is creating a sustainable cities platform that will allow cities and companies find each other around common challenges.



Sustainable Materials & the Circular Economy



We believe the future of the world is resourceful, and waste has no place in it.

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To achieve WBCSD’s Vision 2050 of a world without a particle of waste, eco-efficiency of material consumption must improve by a factor of 10. We are focused on discovering innovative ways to move to a circular economy - where resources are used wisely, processes create the greatest possible value, and nothing is wasted.

The circular economy represents an alternative perspective to business as usual that mitigates risk, creates financial opportunity, and contributes to the achievement of the SDGs. WBCSD supports the business community by addressing critical information gaps and delivering practical solutions needed to transition the private sector

The three priorities for WBCSD’s circular economy program are:

- Become the circular economy information hub
- Establish a collaborative circular economy platform
- Amplify the business voice globally

“Sustainable materials are the stuff the future is made of. Join us.”

Key outcomes from Montreux

- WBCSD announced Factor10, an action-oriented program that brings together companies and partners to accelerate the development of circular solutions
- WBCSD and Ecofys presented initial results and collected input on an upcoming report on global material flows and circular opportunities
- Collected ideas and feedback from attendees on how WBCSD can contribute to scaling up secondary material use
- Collected support from companies on how they can apply the Framework for Portfolio Sustainability Assessment
- Updated attendees on Guide to the Circular Economy to be launched in June 2017

Approach and Objectives 2017

Information hub:

- Publish the Global Material Flows & Circular Opportunities with Ecofys
- Publish the 8 Business Cases for the CE
- Launch the Guide to the CE website
- Publish a CEO Guide to the CE

Transformative solutions:

- Launch Factor10 CE solutions platform
- Roadmap for curbing Ocean Waste (ROW) project team to publish the Business Case for Action on Plastic Marine Debris

Amplify the voice of business:

World CE Forum:	5-7 June Helsinki, Finland
UN Oceans Conference:	5-6 June New York City, USA
National CE Summit:	27-29 June Washington D.C., USA



Sector updates

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Forest Solutions Group

Strategic collaboration across the forest value chain



The Forest Solutions Group launched the first [sector guide to the Social Capital Protocol](#). By sharing the experience of six leading companies, the guide assists practitioners from the sector in measuring social impact along the forest products value chain.

The Forest Solutions Group is partnering with the Natural Capital Coalition and contributing its global membership base and established network to lead the development of the Forest Products Sector Guide to the Natural Capital Protocol, on behalf of the coalition.

The broad stakeholder engagement process kicked-off in Montreux with a workshop attended by FSG members and key partners in the process.

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Key outcomes from Montreux

FSG launched the first [sector guide to the Social Capital Protocol](#). The guide will assist practitioners from the sector in measuring social impact along the forest products value chain.

FSG kicked-off the development of the Forest Products Sector Guide to the Natural Capital Protocol. With a three-hour workshop the group set in motion a broad stakeholder engagement process that will run until spring 2018.

Approach and Objectives 2017

FSG will be leading the development of the Forest Products Sector Guide on behalf of the Natural Capital Coalition, with the support of PwC as a technical provider.

WBCSD Forest Solutions Group embarks on a strategic review (with the help of BCG) to redefine its role as the global engagement platform on sustainable forestry and forest products.

*The Forest Solutions Group welcomes a new member:
Smurfit Kappa*

 **Smurfit Kappa**



Climate Smart Agriculture

Transforming agricultural production for productivity, resource efficiency and resilience



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CSA Ambition:

Make 50% more food available and strengthen the climate resilience of farming communities. Reduce agricultural and land-use change emissions from commercial agriculture.

- By at least 3.7 Gt CO₂ eq/yr by 2030 (50%)
- By 2050: achieve a 65% emissions reduction

A committed group of companies from the food and agriculture sector joined forces to address the adverse effects of climate change, and the need to satisfy the nutritional requirements of a growing global population.

We need to transform our agricultural production systems in order to achieve greater productivity, be more resource efficient, and become more resilient to risks, shocks and long-term climate variability.

To achieve this, we focus on four priority action areas :

- 1 Building smallholder resilience
- 2 Scaling-up investment in CSA
- 3 Improving businesses' ability to trace, measure and monitor CSA progress
- 4 Implementing agriculture-driven zero deforestation and sustainable land-use commitments

We road-test large-scale CSA projects in five priority regions around the world: ASEAN, Brazil, India, North America and West Africa.

Key outcomes from Montreux

- The working group discussed the strategy for each of the four Priority Action Areas
- Rabobank as the new co-chair of Action Area 2 – Investment in CSA and presented inspiring plans for each of the CSA project's five road test regions
- We launched the our new report on [Landscape Connectivity – a call to action](#) developed by the WBCSD Ecosystems and Landscape Management team
- Our breakfast discussion on soil based carbon emissions and mitigation highlighted the critical importance of the topic under the Paris Agreement and the SDGs

“Climate Smart Agriculture plays a critical role in WBCSD’s Food & Land systems collaboration in support of the Sustainable Development Goals.”

Approach and Objectives 2017

- We will be delivering large-scale and high-impact solutions in the area of smallholder resilience
- Commitments in the CSA membership will be encouraged for agriculture-driven zero deforestation and sustainable land-use
- We will continue scaling up climate-smart agri-finance
- Development of the corporate CSA measurement protocol is ongoing in 2017
- Collaboration with new partners:
 - SAI Platform
 - Global Research Alliance
 - WEF
 - GIZ.

Following a year of planning in 2016, in 2017 we will focus on delivering CSA programs on the ground as well as expanding membership while further strengthening relationships with a broad range of stakeholders.



Cement Sustainability Initiative (CSI)



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The Cement Sustainability Initiative (CSI) currently gathers 23 leading cement producers around the world, ranging from small regional producers to major multinational companies.

To date, the CSI remains one of the largest global sustainability initiatives undertaken by a single industry sector. CSI is the recognized international voice of the sector.

Reaffirmed CEO-led initiative. On 12 Dec, 2016, at their annual meeting, the CEOs of CSI reaffirmed their commitment as a key element of CSI success. They also validated the new CSI operational structure.

New organization structure. Consolidated two-levels of membership and affiliate (temporary) level created with the objective to scale up CSI impact. Streamlined structure of work under four key focus areas, aiming for a lean structure and strengthened accountability.

Sector consolidation. 2016 also saw further consolidation of the cement sector with the acquisition of Italcementi by HeidelbergCement and the merger of China National Building Material (CNBM) & China National Materials Group (Sinoma).

10th year of GNR data. 2016 saw the 10th consecutive year of reporting energy & CO₂ emissions data to the "Getting the Numbers Right" (GNR) database

10th CSI annual Forum. Held in Dec 2016 in Madrid on climate change issues.

Key outcomes from Montreux

CSI LDs met ahead of Montreux to better match CSI work program challenges. Main outcomes are:

- Incoming member: Orient Cement (CK Birla Group) from India joined CSI as Participating Member in Q1 2017
- Agreement to develop an updated version of the Cement Low-Carbon Technology Roadmap (first sectoral roadmap published in 2009)
- Responsible sourcing certification system for concrete, cement and aggregate officially launched. CSI is a member of the newly created organization
- Progress continues to define common perimeters in measuring social impacts
- Pilot country for road safety initiative identified

Approach and Objectives 2017

- Scale-up CSI impacts through additional members and affiliates
- Scale-up CSI impacts by expanding the CSI scope along the industry value-chain
- Evaluate the risks and opportunities of the sector through the lens of the SDGs
- Develop sustained argumentation to support concrete as a sustainable and resilient solution for buildings and infrastructure
- Build on key activity subjects of CSI (climate change, safety, local impacts, sustainable construction)
- Building on the success of its long-standing efforts in managing the impacts in cement activities, the CSI is expanding its scope along the industry's value chain,

"The 2017 CSI Forum will examine how the cement sector can best contribute within the SDGs framework."



Global Network

Fostering global-local synergies for a sustainable world



The WBCSD's Global Network is an alliance of more than 60 CEO-led business organizations worldwide.

The Network, encompassing some 5,000 companies, is united by a shared commitment to provide business leadership for sustainable development in their respective countries and regions.

While WBCSD works at the global level toward accelerating the transition to a sustainable world by making more sustainable business more successful, the members of the Global Network, through their initiatives and activities, help to promote sustainable development at the local and regional levels.

Together, WBCSD and its Global Network partners thus create the global-local linkages necessary to promote business solutions for a sustainable world.

The Global Network brings value on numerous levels, including by enhancing WBCSD's global outreach, fostering synergies with WBCSD member companies, and strengthening local sustainability initiatives through their regional and cross-regional collaboration.

Key outcomes from Montreux

- The Global Network remains an important asset for the WBCSD, as its trusted partners enable a truly global outreach and a leverage to 5,000 local companies.
- The SDGs remain a top priority for all Global Network partners, and multiple initiatives are currently in development on both global, regional and national levels.
- The Global Network will support the roll-out of the Social Capital Protocol, by spreading key messages, engaging local companies and policy makers necessary for making this transition towards measuring and valuing interactions with society.
- The [Reporting Exchange](#) project has seen an impressive involvement of Global Network partners as knowledge managers ensuring credible information on their local reporting requirements.
- Global Network partners devoted the afternoon to knowledge exchange and best practice sharing amongst themselves.

Approach and Objectives 2017

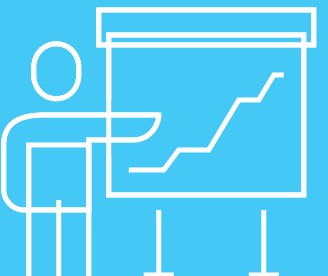
- Throughout 2017, WBCSD will continue to work towards strengthening the impact and effectiveness of the Global Network.
- The Global Network will support the local roll-out of multiple WBCSD projects, including the Social Capital Protocol, Reporting Exchange, SMP3.0, below50, climate policy, CSA, and Circular Economy.
- Global Network partners are working towards translating and implementing the SDGs to be in line with their respective country needs and corporate contexts.

“Most, if not all, WBCSD member companies are also members in multiple Global Network partner organizations.”




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