



SUSTAINABLE BRANDS 2016/2017

Corporate Member Policy and Guidelines



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I. OVERVIEW

2016 was a year of continued rapid growth and development for the Sustainable Brands community worldwide. Online, SustainableBrands.com increased users by 85% (representing 230+ countries) over 2015. We are expanding globally, both digitally and on the ground, thanks to a growing list of local partners who have been part of the Sustainable Brands global community for years. These partners who have been attending Sustainable Brands events in the US are now happy to help support the development of our community in local regions around the world. In 2016, we hosted events in 12 cities on 6 continents.

Our Corporate Membership Network saw deeper engagement in 2016 as more brands become more committed to our shared agenda. The group now includes nearly **60 companies that together represent \$2.2 trillion dollars in revenue and employ over 4 million people worldwide**. Further growth is expected in 2017 and beyond, and the opportunity now exists to collaborate to evolve the services and support this community is able to provide to its members. We are enormously grateful to our members for their continued commitment to lead the way in establishing operating norms for the brands of the future that will ensure a flourishing future for all.

This document is intended as a Policy and Guideline brief to help drive focus and shared vision of the purpose and work within this membership group. It is a living document that will continue to evolve based on the advice of the Member Subcommittee on our Global Advisory Board as well as ongoing input from members. Input, feedback or questions about anything here is welcome at any time. See contact information at the end of this document for details on how to reach our team.

II. ABOUT SUSTAINABLE LIFE MEDIA AND SUSTAINABLE BRANDS

A. What is Sustainable Life Media?

Sustainable Life Media (SLM) is the parent company behind Sustainable Brands®. It is a platform for building global communities of interest for people who are focused on redesigning our economic and social systems for a sustainable future. Our goal is to shift the world as quickly as possible to sustainable models of commerce that respect the limitations of our natural systems, decouple business growth from negative environmental impacts, and respect and support our needs to redesign societal aspirations away from consumption for consumption's sake in favor of the pursuit of true individual and collective health and well-being.

As today's economic, social, and environmental landscapes rapidly change, we thrive on our desire to engage and equip forward-thinking leaders to navigate the dynamic wave of opportunity



to design new ways of living together on our planet. We do so by providing rich informational resources, online and live event learning, peer-to-peer collaboration support, and robust access to solutions providers who are there to assist the shift to a flourishing future.

Sustainable Brands® is our first community of interest bringing together optimistic, visionary, and courageous individuals from around the globe who share a passion for purpose and a desire to brand-led change that supports life for the long haul. In the future, additional communities of interest that share the goal of enabling a sustainable future could potentially be folded alongside Sustainable Brands and under the Sustainable Life Media umbrella. Until such time, the company will put all of its resources behind the development of the Sustainable Brands® brand of product and service offerings.

B. What is Sustainable Brands?

Sustainable Brands® (SB) is the global learning, collaboration and communications platform for brand innovators inspired to leverage sustainability as a driver of business and brand value. We seek to be the bridge to better brands of the future by helping focus corporate energy on how to embed environmental and social innovation into the DNA of a business at the corporate operations, product and service design and marketing communications level so that sustainability becomes a core driver of value to the business. An important and unique aspect of the Sustainable Brands community is its multi-stakeholder approach which seeks to bring together many internal players within the corporate structure, as well as across the value network within many market sectors to learn from one another and collaborate to drive the whole systems shift needed to reach the sustainable economy of the future.

Sustainable Brands launched in 2007 out of the belief that increasing global environmental and social pressures associated with population growth, resource scarcity, continuing global income inequality and other social inequities, along with poor consumer purchasing and behavior habits, offered tremendous opportunity for brand innovation. We believed then, and still do, that brands will play a key role in the shift to a sustainable economy in the 21st century because of the role they play in influencing all parts of the economic ecosystem – from deployment of corporate resources, establishment of supplier norms and behaviors, defining business models and product, service and packaging materials, and influencing legislation and societal aspirations and norms.

Since our launch, we have worked to amplify this perspective, to bring together the early leaders who are experimenting with new ways of driving growth that deliver meaningful value decoupled from negative social and environmental impact. More recently we have had the opportunity to help accelerate change by encouraging and supporting peer-to-peer learning and collaboration. We uniquely add value by bringing the system of stakeholders that enable brand success together to learn, collaborate and communicate with one another. No other community draws together such a unique set of players to help brand innovators discover paths to brand success in operating with an eye toward delivering profit AS WELL AS deeper personal, social or environmental value, ideally free of negative corresponding footprint.



The community has grown organically from a small group of 225 who gathered at an inaugural conference in 2007 to a global community of active professionals who are now convening online and face-to-face in **12 cities on 6 continents**. Our community is composed of passionate professionals looking for ideas, tools and solutions to help them create and sell better brands and businesses.

Typical roles that make up the community range from:

Sustainability Strategist • VP/SVP Marketing • Sr Product Mgr • Sustainability Scientist • Sr Environmental Sustainability Manager • SVP & General Manager • VP, Sustainability • Head of Global Product • Director of Strategic Communications • VP, Corporate Identity • SVP Packaging • Global Sustainability Director • Managing Director • Brand Manager • VP, Operations • Sr Mgr, Strategic Marketing • Chief Branding Officer • VP, Innovation • VP, Product Design • and more.

Today, Sustainable Brands has become the largest peer community of smart, optimistic, engaged change makers who are shaping the future of commerce worldwide. Their commitment is to deliver exceptional business performance plus shared value for all stakeholders. We have actively inspired, engaged and equipped over one million sustainable business leaders and brand advocates around the world in 2016 through our Digital Content Platform (SustainableBrands.com and various social media communities on Facebook, LinkedIn, Twitter, YouTube and beyond) via our newsletters, Live Events in the Global Conference Network on 6 continents, Corporate Member Network and more. Our community recognizes that the better brands of the future can't be built in silos – rather, they require systems thinking and collaboration both across internal functions and among value network participants and even competitors. This makes the SB Member Network uniquely situated to co-create a new, more sustainable playing field, while enabling its members to succeed as a result of the role they play in leading the way to a flourishing future.

III. CORPORATE MEMBER NETWORK OVERVIEW

A. History of the Corporate Member Network

In 2012, the Sustainable Brands community identified a desire among community members from global brand companies to create a peer-to-peer learning Corporate Member Network where members could meet in a private, solicitation-free environment to share their challenges and collaborate on solutions. The group committed to advancing learning and skill building within three primary areas:

- Spurring disruptive (vs. incremental) innovation in products, service, business models, manufacturing, retail and supply chains
- Defining and measuring new forms of business value and connecting these to a positive bottom line performance



- Collaborating to understand and shift consumer demand and stakeholder behavior in support of healthier consumption and lifestyles

Furthermore, in pursuit of continuous learning and action within these three areas, we committed to:

- Supporting and encouraging systems-thinking in action and whole-self engagement
- Encouraging the establishment of learning, collaboration and communication connections within our community that in and of themselves support the shift to a sustainable future economy.

B. Mission and Approach

The Sustainable Brands Corporate Member Network is open to organizations that demonstrate a serious commitment to leveraging environmental and social innovation as a driver of brand value and sales. Its mission is to accelerate its members' ability to prosper by leading the way to a flourishing future.

The Corporate Member Network exists as a peer-to-peer learning network that enables members to *reduce consulting dollars spent* by leveraging shared learning.

To accomplish our mission, SB provides the means for connecting in meaningful, value-added conversations that enable action through peer-to-peer interactions via member meetings or virtual working groups. We bring forward the best publicly or privately available insights, case studies and tools in a safe, interactive environment that operates under the 'Chatham House Rule'¹. SB identifies shared challenges and opportunities for collaborating on solutions between companies across and within market sectors. Furthermore, SB focuses on and dives deep into our three key levers of change:

- Driving sustainability into the innovation process and encouraging disruptive vs. incremental innovation;
- Designing highest value metrics that enable the measurement and management of true costs and impacts and drive toward the establishment of net positive operating norms in business;
- Shifting stakeholder (consumer, employee, investor, supplier) demand and behavior.

Our passion is to eliminate "recreating the wheel", defy cynicism, endorse pre-competitive cooperation among all who support sustainable life and celebrate success when and wherever it is found.

¹ The **Chatham House Rule** reads as follows: When a meeting, or part thereof, is held under the **Chatham House Rule**, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.



Sustainable Brands seeks to further leadership amongst members within the Corporate Member Network in the following areas:

- Product, packaging and business model innovation
- Improved supply chains and procurement
- Aligning consumer/customer choice and behavior with a sustainable future
- Engaging employees in driving the shift to sustainability
- Committing and improving on transparency and reporting
- Continually improving the design and establishment of metrics that matter in creating a net positive business
- Driving stakeholder collaboration to shift markets/ecosystems
- Goal-setting and steering portfolios toward sustainability

C. Becoming a Member

Membership in the Corporate Member Network is strictly a non-solicitation, confidential environment and meetings will be held under the Chatham House Rule. Membership in the Corporate Member Network is available to any organization that has read, agrees with and commits to the work priorities and goals outlined in this guideline policy document.

This policy will continue to be reviewed by the member steering committee of the [Sustainable Brands Advisory Board](#). However, it has been determined that eligibility for the SB Corporate Member Network is currently open to any organization willing to commit to the Membership Guidelines, with the following exceptions or stipulations:

- Consultants/Agencies/Consultancies
- Activist or Lobbying oriented NGOs
- Startups under \$2 million in revenue

Other means for peripheral but often important stakeholder/contributors to be involved with and/or interact with our members will be considered so long as such activity adds value to members in the activation of our mission.

D. Duration of Membership

The Corporate Membership runs for 12 months and will be invoiced annually. Sustainable Brands commits to periodic member check-ins to ensure member satisfaction. Additionally, members can schedule calls as they see fit with the Sustainable Brands team.

E. Current Corporate Members



The SB Member Network includes industry-leading Fortune 500 companies, committed and disruptive companies, and select NGOs from diverse sectors, including the following brands and many more:

<http://www.sustainablebrands.com/members/corporate>



F. Competition within SB Corporate Member Network

Many believe that the race to be the most sustainable creates a fierce competition between companies. In fact, the opposite should be true. We believe we must all band together to help change global corporations by sharing experience and expertise — even with our competition — to multiply the benefits of our individual efforts and create a new playing field that allows all leaders, especially those within the SB Member Network, to transition more quickly and safely to sustainable products and practices. SB strongly encourages pre-competitive collaboration and fully endorses the concept of pre-competitive cooperation.

G. Leadership Structure

The Sustainable Brands Corporate Member Network is steered by a subcommittee of the Sustainable Brands Global Advisory Board, each of whom have made a three year commitment to serve and represent an existing corporate member. We recognize that the needs of members will continue to evolve and we seek to leverage this steering committee to help us continually stay connected to member needs and adjust our activities to meet them. The Member Subcommittee will meet quarterly in person or by telephone. *Decisions brought to the Committee are decided by a majority vote of those present.*



H. Working Groups

The Sustainable Brands Advisory Board has designed a working group structure called “[Collaboratories](#)” to help meet the needs of members and the community with specific learning issues. [Collaboratories](#) are temporary or long-term working groups that SB corporate members form to share learning or jointly work on specific tasks, which pertain to member needs and further the mission of the SB Corporate Member Network. Participation in a working group is voluntary and occurs in addition to Corporate Member Meetings. Collaboratory mission and objectives may be developed and changed by those participating in the group.

The number and focus of Collaboratories undertaken each year will be fluid and based on needs forwarded by members. Ideas for Collaboratories may be submitted any time to the Sustainable Brands Membership team or board sub-committee. All SB corporate members are encouraged to propose, participate in and take leadership of project groups. Between project group calls, members communicate, coordinate, and advance projects through the use of an online member forum facilitated by Sustainable Brands staff. ***Funding for these Collaboratories will be voluntary, separate from, and over and above standard membership fees, and will be priced out based on the needs of the initiative.***

I. Member Levels and Benefits

A full breakdown of current SB Member benefits is publicly accessible at <http://www.sustainablebrands.com/membership/corporate>

1. Live Conference Participation

a. Complimentary and Discounted Passes

Connect with professionals from different perspectives and disciplines in an optimistic, collaborative environment and create a shared vision of what is possible by attending SB events around the world with complimentary and discounted member passes. These tickets are also available to your international colleagues. Members often share their passes company-wide and use this benefit to bring a diverse range of coworkers to learn and support them in their efforts of embedding sustainability in their business.

2. Communications Support

a. Member Newsroom

SB Corporate Members have unlimited access to Sustainable Brands’ member news distribution platform. News posted directly through the Member Newsroom is redistributed through SustainableBrands.com, our social media



outlets including Twitter, LinkedIn, Facebook, and our weekly newsletters. Sustainable Brands reaches over a million influencers and opinion leaders from around the world each year – all of whom are interested in keeping up with our members' sustainable business activities.

b. Brand Hub and Logo Visibility

SB Corporate Members receive visibility on our [Brand Hub](#) and at all SB events. Brand Hubs offer members an opportunity to share how they are working toward a more sustainable economy by linking to company sustainability reports, social media accounts, recent news featured on SustainableBrands.com and more.

c. Custom Media: SB written & distributed case study or other content marketing piece on topic of choice

Members with this benefit have an opportunity to share their sustainability projects/stories and outcomes with the greater SB community. Our content team will work with you to publish an in-depth case study ([examples](#)), to be distributed via SB's multiple newsletters, social media and editorial channels.

Custom Media Option is included in Gold and Platinum memberships and can be received at a discount for Bronze and Silver members.

d. CSR/Sustainability Report Review

Reviews of corporate member sustainability reports add value by offering a detailed and structured analysis of 12 critical report characteristics deemed most important to a brand's external stakeholders. The Sustainable Brands Content Team – trained in GRI G4, CDP, SASB and other leading frameworks – leverages its unique view of the global Sustainable Brands community to deliver holistic assessment grounded in the context of best-in-class reporting practices.

Sustainability Report Review is included in Gold and Platinum memberships and can be received at a discount for Bronze and Silver members.

e. Concierge Service: Custom research, training/advisory support, internal meeting speaker recruitment

Concierge hours are tailored projects that enable members to make the business case for sustainability within their organization or for external stakeholders. As such, SB acts as an extension of the member company's sustainability team to provide support for current projects or goals. Examples of concierge projects include custom research, benchmark analysis, and training/advisory support.



Concierge service hours vary according to membership tier.

3. Online Learning

a. Member Forum and Directory

The Corporate Member Forum serves as a resource repository where members can connect and share resources with peers throughout the year in confidence and without distraction from sales people or job seekers. The Forum contains a directory of all members, accessible to members only, so that members can connect with each other directly. We don't share email addresses without permission.

Member-only events, announcements, and opportunities will be posted in the forum. Notes from Corporate Member Meetings, as well as member research reports, output from Collaboratory groups, a calendar of events and more also exist in the forum.

b. Member-Exclusive Newsletter

The weekly Member-Exclusive Newsletter contains all member-only events, announcements, opportunities and more. This is a weekly digest of the most important member news and events.

4. Network, Community and Collaboration

Each corporate member has access to a set quantity of complimentary seats to member meetings depending on membership level. These meetings are where peers connect with each other around specific topics and hear updates from other CMs, workshop relevant challenges and learn and collaborate on new initiatives. Over time, the goal is for members to bring a challenge or an issue they are currently dealing with and be prepared to present and share with others in a co-learning/practice environment. Meetings also offer an ideal environment to network and connect with peers from other global brands. Members will have the option to post agenda topics, present learning or challenges, tour host facilities and build relationships at evening events.

Member meetings are intended to present member best practices, bring forward external thought leadership, conduct roundtable discussions and workshops, and potentially identify opportunities for collaboration between members and industry stakeholders, all geared to enable members to drive business success and further advance toward our shared mission.



Members in the Corporate Member Network are influential, talented and powerful people. Many are innovative and inspiring individuals who challenge conventional thinking and are committed to making the world a better place.

The Corporate Member Meetings are an open and confidential environment for members to convene and collaborate. Members who actively participate will find much more value through the establishment of deeper, more trusted relationships and the development of a meaningful and more well rounded knowledge base.

Previous member meetings have taken place, and/or are planned at

- Interface Showroom, Atlanta
- Dell HQ, Austin
- Nestle Purina HQ, St. Louis
- L'Oreal, NYC
- 3M, Minneapolis
- Avery Dennison, Boston
- BASF, Florham Park
- Caesars Entertainment, Las Vegas
- Iron Mountain, Boston
- Steelcase, NYC
- Ford, Dearborn

IV. CORPORATE MEMBERSHIP GUIDELINES

A. Beliefs and Commitments

Organizations seeking to become members of Sustainable Brands acknowledge that they commit to the following:

1. Advance individual progress toward becoming a fully sustainable, net-positive, brand.
2. Uphold the culture of the Sustainable Brands Community, whose goal is to foster healthy pre-competitive cooperation toward sustainable brand leadership and to equip today's business and brand leaders to prosper for the near and long-term by leading the way to a sustainably flourishing future.
3. Accept being challenged by other members about activities that might be called into question against these shared beliefs.



4. Demonstrate desire for continuous learning by participating in at least 1 SB event or project per membership term.
5. Demonstrate transparency through the commitment to publish a materiality statement that addresses environmental, social and governance issues as part of its CSR report within two years of becoming a member (***NOTE: All current members need to be in compliance by January 1st, 2019.***)
6. Establish and report against goals that are relevant to each member's ability to reduce negative environmental, social and ethical impact and move toward net-positive impact.
7. Be willing to share business insights gleaned through both successes and failures in a peer-to-peer network regulated by the Chatham House Rule.
8. Demonstrate mutual respect and maintain confidentiality.

B. Additional Terms and Conditions

1. Acknowledge that organizations participating in the SB Corporate Member Network will be listed on the SustainableBrands.com website for public review unless specifically requested otherwise, and that individuals' contact information will be available for other participants' reference on a password protected online directory.
2. Understand that participation in the SB Corporate Member Network is voluntary and non-binding. Products and outcomes of the SB Corporate Member Network do not necessarily reflect the policy or opinion of individual participants or of participating companies.
3. Understand that work product that is developed as part of individual member benefit accrues also to the benefit of the whole. For example, if a report or case study or other content is created in service of the obligation of concierge hours due an individual member, that report will be available to others through the member forum. ***NOTE:*** Confidential, bespoke benchmarking services or research contracted outside of or beyond the scope of membership can remain private to the contracted company.
4. Understand that the SB Corporate Member Network is a non-solicitation based group where the purpose of engaging is to further develop shared knowledge against the group's stated mission and goals. With that said, Sustainable Brands



is committed to encouraging learning, collaboration and communication between members as a means of furthering the shift to a sustainable economy. Separate opportunities can be discussed for facilitating marketing presentations or communications within the member group.

5. Stay current on payment of appropriate dues based on membership level.

V. CORPORATE MEMBERSHIP PROCEDURES

A. Term and Dues

1. Annual dues are required for membership in the SB Corporate Member Network.
2. New members are invoiced for dues upon their request to join the SB Corporate Member Network.
3. Invoices for the coming year's dues are sent to existing members electronically at the beginning of their membership.
4. Invoices for renewal dues are sent to existing members electronically one month prior to the end of their membership.
5. Dues are used to cover salaries for SB staff responsible for the coordination and administration of activities, including but not limited to planning and executing member meetings, administering workshops, facilitating weekly newsletters, providing concierge support and generally fulfilling on other member benefits as noted in the member benefits section. Dues also help offset the cost of consultants hired for specific project support, as well as routine operating costs including travel, office supplies, website maintenance, etc.

B. Remittance Address

Any correspondence to "Sustainable Life Media" can be sent to:

Sustainable Life Media
3 Meacham Pl.
San Francisco, CA
CA 94109
USA

C. Privacy and Confidentiality

Sustainable Brands and corporate members respect the confidential nature of information when it is made explicit that confidentiality should be kept. In general, all information shared with other members should be considered as publicly available. Periodically media attention may be drawn



to the SB Corporate Member Network, at which point members should feel free to talk openly about the work of the SB Corporate Member Network.

All project group and Advisory Committee notes, working project documents, and an SB Corporate Member Network directory are accessible privately on a password protected portion of the Sustainable Brands' website. All member meetings are held under the Chatham House Rule and conversations and information shared there are expected to be held in confidence unless explicit permission is granted otherwise.

D. Use of SB Logo, SB Composite Logo and SUSTAINABLE BRANDS wordmark

Use of Name and Insignia- The SB logo, SB Composite Logo and SUSTAINABLE BRANDS wordmark are registered trademarks within the United States. In addition, we also have trademark registrations currently filed and/or pending in other countries across the globe where live events in the Global Conference Network are featured. The use of the SB logo, SB Composite Logo and SUSTAINABLE BRANDS wordmark or representation of these marks in any event or media interview is appropriate with expressed permission of the Sustainable Brands staff. These marks may be reproduced with permission from the Sustainable Brands in accordance with the following:

1. The SB Logo, SB Composite Logo and SUSTAINABLE BRANDS wordmark can be used only by current members in good standing.
2. The use of the name and/or logos does not in any way suggest endorsement of commercial products or services, or of particular businesses or individuals, or misrepresent the membership guidelines stated in this document.
3. SB Brand Identity Guidelines must be followed at all times.

E. Access to Member Distribution Lists

Any SB Corporate Member can post messages and responses to the SB Corporate Member listserv through the member forum. Otherwise, email names and addresses are kept confidential, or shared with permission of the owner for the benefit of member privacy.

F. Non-Endorsement Policy

Sustainable Brands neither permits the use of its name, logo, or written materials for commercial purposes, including advertising, nor allows the suggestions of any endorsement, affiliation, or sponsorship with any third party's product or service without its prior written consent. Members of the SB Corporate Member Network are encouraged to indicate that they are a "member" of the group, provided there is no indication of certification or endorsement of their product or service.

G. Intellectual Property Statement



Any intellectual property developed as part of the SB Corporate Member Network remains the property of Sustainable Brands.

H. Antitrust Policy

Group activities by competitors entail risks under federal and state antitrust laws. Participants in SB Corporate Member Network activities are expected to be familiar with obligations under antitrust law.

I. Advisory Committee Elections

Nominations for the Advisory Committee are accepted prior to the annual Sustainable Brands June conference and board meeting. Any member of the SB Corporate Member Network can nominate himself or herself or another to the board and member steering committee by reaching out to Sustainable Brands staff or an existing board member. Further information about the Sustainable Brands Advisory Board and board guidelines can be found on SustainableBrands.com/about/advisors.

J. Communication

Sustainable Brands sends weekly electronic newsletters to SB Corporate. Newsletters include announcements of upcoming meetings, updates on project group activities, and other relevant information including but not limited to recent publications, articles, or presentations of interest. Any SB Corporate Member can submit an announcement for the newsletter at any time by contacting Sustainable Brands member services. Between newsletters, any announcements are circulated via the SB Corporate Member Forum.

VI. Policy on Payment Requests for Speaking Slots

As we believe it is our collective shared interest (members, sponsors and mission) to craft the best possible industry events so that we continue to attract a world-class audience of leaders our members want to engage, we are not in the practice of selling speaking opportunities at any of our events. We find this practice undermines quality and thus would impede our mission.

VII. Contact Us

If you have any questions or comments related to this document or the SB Membership Network, please contact Danielle Rubio, Member Engagement Associate.

Danielle Rubio
Member Engagement Associate



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