



AS YOU SOW

2020 STRATEGIC PLAN

REAL IMPACT

We Change Corporations for Good

WHO WE ARE

As You Sow is the nation's nonprofit leader in shareholder advocacy. Founded in 1992, we hold corporations accountable. We work to create a safe, just, and sustainable world for all, where protecting the environment and human rights are central to corporate decision-making.

WHY WE DO IT

Corporations are responsible for most of today's pressing social and environmental problems. We compel them to become part of the solution.



A green leafy vegetable, possibly a bean sprout, is shown in the upper left corner. Below it, a glass jar is filled with various coins, including US pennies and quarters. The background is a soft, out-of-focus green and yellow gradient.

HOW WE DO IT

We engage senior management through shareholder advocacy. We change corporations from the inside out, with business models that reduce risk, benefit brand reputation, and increase the bottom line. We promote financial transparency through our extensive suite of online mutual fund tools. We build coalitions and use innovative legal strategies to make the greatest environmental and social justice impact.

Theory of Change

Corporate power is the most dominant force on the planet. Of the 100 largest economies in the world, 69 are corporations and 31 are countries (Walmart is #10, between Canada and Spain). This gives companies vast power over our lives, civil society, and the state of our planet. To achieve a safe, just, and sustainable world, we must shift corporate policies and practices.

INTRODUCTION

*AS YOU SOW IS THE NATION'S LEADER
IN CHANGING COMPANIES...FOR GOOD*

In 1992, we started with a bold and audacious plan to “seed” change in corporate decision-making. We envisioned a safe, just, and sustainable world for all in which environmental health and human rights are CENTRAL to a business’s bottom line.

We regularly engage the largest global corporations on critical issues. We use the power of shareholder advocacy, coalition building, and innovative legal strategies to promote environmental and social corporate responsibility. Our record of success speaks for itself.

Over the years, we’ve helped leading companies take courageous, positive, industry-wide steps toward sustainability and justice. We’ve publicly exposed many laggards, bringing shareholder and media attention to brands with egregious policies and practices.

We are proud of our work. We credit our tenacity for the long-term outcomes we’ve achieved benefiting shareholders and stakeholders alike.

We see employees, supply chains, communities, and customers as equal partners to shareholders in corporate priorities.

We shine a bright light into the world of finance and corporate decision-making. The scorecards and reports we research and write, the online tools we build and maintain, the direct dialogues we have with senior executives, all serve to provide transparency and empower anyone and everyone to align their investing with their values.

We work relentlessly to create a path to a safe, just, and sustainable world for all. Our team is small, but mighty. We work across a broad range of issues and collaborate with dozens of organizations to achieve our mission.

We invite you to be our partner.



GETTING BIG COMPANIES TO MAKE BIG CHANGES.

Shareholders have legal standing and specific rights to engage corporations. Shareholder engagements are a powerful way to compel corporate responsibility and discourage practices that are unsustainable, unethical, or increase risk to shareholders.

We act on behalf of shareholders to drive corporate change to benefit all stakeholders. Our work creates a ripple effect, benefiting hundreds of other companies that form corporate supply chains and spreading across industries, sectors, and the entire economy. Our role is to communicate directly with corporate executives to develop and implement business models that:

1. REDUCE RISK
2. BENEFIT BRAND REPUTATION
3. INCREASE BOTTOM LINE

What begins with one company engagement often grows into a race to the top as leaders define the way for laggards and competition compels broader, systemic shifts across the entire sector and into the economy, bringing positive environmental, social, and governance change to all stakeholders.

We partner with other organizations gathering information, data, research, and new ideas to find solutions. Our allies include socially responsible investors, pensions, foundations, and grassroots organizations promoting innovative concepts and creative engagement.



IMPACT

*A FEW
HIGHLIGHTS*

• 1992 - 2002

- Revlon removes toxic chemicals from nail polish after we file lawsuit
- Working with allies we stop Maxxam from destroying Headwaters old-growth redwood forest
- In coalition we organize shareholders to stop Home Depot from selling old-growth lumber
- Shareholder pressure compels Hershey's to agree to not use sugar from GMO beets
- Dell works with shareholders to become first company to set e-waste recycling goals

• 2003 - 2013

- Coca-Cola and Pepsi agree to put 10% recycled PET plastic into soft-drink bottles
- K-Mart agrees to end sale of toys containing PVC toxin
- CEO Steve Jobs agrees to triple Apple's e-waste recycling
- Nestle Waters NA agrees to 60% recycling of plastic bottles by 2018
- First majority environmental vote at IDACORP leads to coal closure to be replaced by wind
- Best Buy agrees to pioneer e-waste retail recycling program
- McDonald's agree to a "no-nanomaterials-in-food" policy
- First fracking resolutions filed at Exxon and Chevron
- McDonald's and Dunkin' agree to stop using Styrofoam; eliminating two billion cups every year
- Whole Foods agrees to label GMO foods

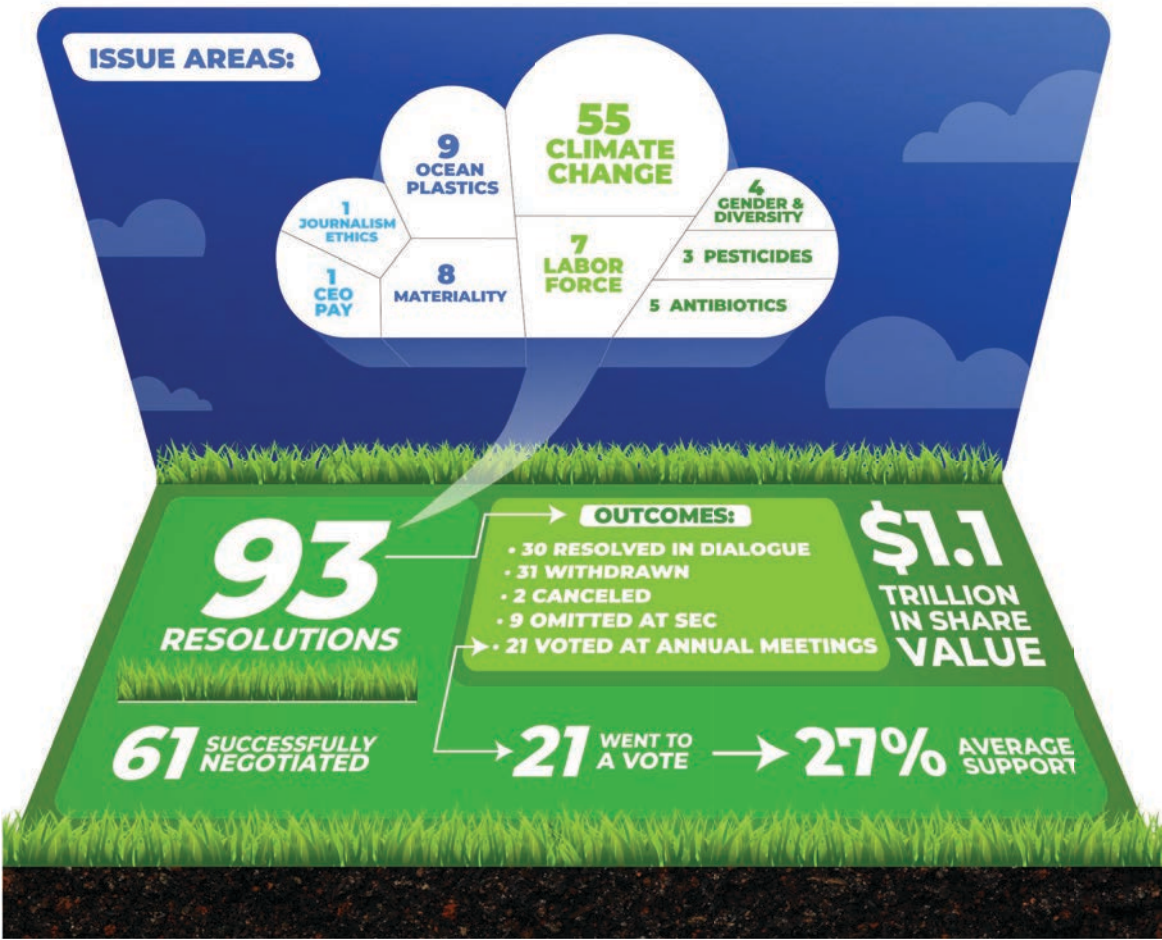
• 2014 - TODAY

- Colgate-Palmolive agrees to make all packaging recyclable by 2020
- P&G agrees to make 90% of its packaging recyclable by 2020
- Exxon publishes the industry's first-ever report on exposure to stranded assets and carbon asset risk
- Coca-Cola agrees to initiate enterprise-wide renewable energy targets
- 100 Most Overpaid annual report exposes egregious pay and funds rubber-stamping
- Invest Your Values suite of tools: Fossil Free, Deforestation Free, Weapon Free, Gender Equality
- KFC, Burger King, Wendy's stop buying chicken raised with medically important antibiotics
- Tyson, Perdue, and Sanderson Farms produce chicken raised without antibiotics
- Coal-fired utilities make strong commitments to move away from coal and to renewables
- General Mills agrees to regenerative agriculture policy and pesticide reduction

2019 HIGHLIGHTS

In 2019, *As You Sow* engaged with companies on 93 resolutions. We successfully negotiated 61; 21 went to a vote, earning on average 27% in support. In total, \$1.1 trillion of shareholder value voted in support of our resolutions

AS YOU SOW 2019 SHAREHOLDER ADVOCACY



CORE VALUES AND GOALS

We seek to embody the values we promote:

#1: TRANSPARENCY

All companies must be transparent, providing material information to shareholders and all stakeholders including employees, customers, supply chain, and communities where they operate.

#2: ACCOUNTABILITY

Corporations are responsible for most of today's pressing social and environmental problems. We convince them to become part of the solution.

#3: LONG TERM VALUE

Companies must address the impact of their policies and actions over the long-term, not in months and quarters, but in years and decades. Ignoring long-term impact creates risk for all company shareholders and stakeholders.

#4: EQUITY

A safe, just, and sustainable world for all is the ultimate goal and everyone is an equal stakeholder in the health of our people, economy, and planet. We value diversity, equity, and inclusion across gender, race, ethnicity, sexual orientation, and other federally protected classes. We strive to bring dignity, transparency, and honesty to all our interactions with the corporations we engage and within the organization.

#5: OUR ORGANIZATION

We hold ourselves to the highest levels of excellence and accountability, as we direct our tenacious spirit into creating a workplace filled with joy, passion, affirmation, and mutual support.

AS YOU SOW STRATEGIC PLAN SPANS SIX CONNECTED PROGRAM AREAS



CLIMATE-SAFE FUTURE
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FOOD THAT IS SAFE TO EAT
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PLASTIC-FREE OCEANS
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INVEST YOUR VALUES
(PAGE 14)



A JUST WORLD FOR ALL
(PAGE 15)



SLAVERY-FREE SUPPLY CHAIN
(PAGE 17)



CLIMATE-SAFE FUTURE

Our ENERGY Program focuses on exploration, extraction, production, transportation, and combustion of fossil fuels – coal, oil, and natural gas – all leading contributors to global warming. In addition, throughout the fossil fuel supply chain, we work to eliminate or minimize hazardous materials that are released and pose health and environmental risks.

A Clean Energy Future that is sustainable and does not leave anyone behind includes:

- Oil & Gas Paris-compliant transition planning
- Fossil-Fired Utilities shifting to renewables
- Bank Financing that accounts for carbon emissions of investments
- Hydraulic Fracturing without fugitive methane and water contamination
- Petrochemical plants eliminated as plastic feedstock demand reduced

OUR 2025 GOAL

Move energy, utility, banking, and insurance companies to reduce and eliminate the majority of fossil fuel production and financing in alignment with Paris goals. Change the financial, shareholder, and political dialogue around fossil fuel companies to reinforce the necessity for corporate change that will reduce the viability and power of fossil companies.



INITIATIVES

EMISSIONS REDUCTIONS

A variety of corporate actors are responsible for contributing to climate change from fossil fuel producers, to the companies that burn fossil fuels, the companies and organizations that fund them, and the companies that use their products. We push all companies to take responsibility for reducing their contribution to the problem. This is especially true now, when the federal government is actively promoting activities, laws, and regulatory changes to impede rational action to reduce climate change emissions.

COMMUNITY IMPACTS AND RESILIENCY

Energy operations across the supply chain impact local communities in which they are located, often including vulnerable, low-income communities. For example, fracking uses millions of gallons of fresh water, produces toxic wastewater, and creates major fugitive methane emissions at the wellhead and more leaks throughout the life cycle. Coal ash waste can contaminate groundwater. Petrochemical facilities release toxic chemicals during routine operations. Such risks are exacerbated by climate-induced extreme storms and flooding.

WATER

Potable water is a human right. Water is a critical resource that both impacts energy operations and is impacted by climate change, making it a key issue for all companies. Coal-fired utilities, fracking, and other extractive industries use massive amounts of clean water, combining it with toxic chemicals and by-products to create hazardous waste that destroys safe groundwater and leaches into drinking water.



FOOD THAT IS SAFE TO EAT

Our ENVIRONMENTAL HEALTH Program works to ensure safe and sustainable food and consumer products.

We work with companies to secure:

- Corporate policies and practices that are transparent and enforced
- Consumer products that are safe and accurately labeled
- Avoidance and reduction of human exposure to hazardous or harmful components
- Product testing that is thorough and sufficient
- That new technologies and methods are not used until proven safe

OUR 2025 GOAL

Move food producers and their supply chains to eliminate pesticides, antibiotics, and other toxins from the food supply. Make food safe to eat. Research and write reports to highlight industry leaders; engage laggards and publicly associate their brands with tainted products.



INITIATIVES

ANTIBIOTICS

Superbugs are adapting to current antibiotics. Parents do not want their children to eat antibiotics (ABX) in meat. Restaurants can purchase non-ABX meat and increase market share and burnish their brand.

PESTICIDES

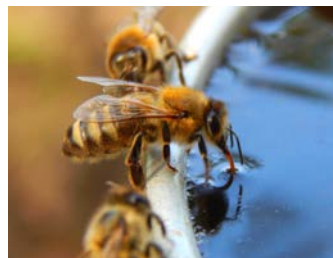
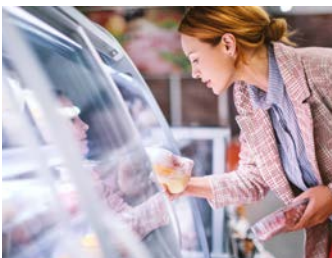
Pre-harvest glyphosate and other pesticides are rampant throughout our food system. As the public learns of the dangers of particular pesticides, such as glyphosate and Roundup, and rallies around their causes, we will use that consumer awareness to promote a strategy of comprehensive pesticide use reduction across manufacturer and producer supply chains. As consumers become more aware and sophisticated about their food choices, we will promote the fundamental concept with companies that FOOD SHOULD BE SAFE TO EAT.

POLLINATORS

Pesticides are destroying the bees and other pollinators that make the food system work. Without them there will be no food. We will use public concern and collaborate with other organizations to raise this issue and compel changes in corporate behaviors.

TOXIC ENFORCEMENT

Enforce the California Safe Drinking Water and Toxic Enforcement Act to better safeguard consumers. Companies that have carcinogens and reproductive toxicants in their products that are above levels established by the Office of Environmental Health Hazard Assessment must label or reformulate. We make it expensive and reputationally damaging to use toxic chemicals in products and foods.



PLASTIC-FREE OCEANS

Our WASTE Program engages companies on waste reduction, responsible production, and recycling of consumer products and packaging to preserve Earth's limited natural resources. Corporations with strong commitments to public and environmental health and sustainability will increase their long-term value and stability. They will also reduce the potential for costly litigation, unanticipated regulatory changes, and reputational damage.

OUR 2025 GOAL

Engage companies on waste reduction through responsible production and recycling or composting of consumer products and packaging to preserve Earth's limited natural resources.

INITIATIVES

OCEAN PLASTICS

Millions of tons of plastics from consumer packaging flow into the ocean. This packaging breaks down into microscopic particles that are aggregated up the food chain, killing marine animals and contaminating our food supply. Stop the flow of plastics at the source by getting packaged goods companies to reduce and eliminate plastics and non-recyclable packaging. Plastic-Free Oceans includes addressing single-use plastics, consumer packaging, and plastic pellets also known as “nurdles.”

ELECTRONIC WASTE RECYCLING

Hundreds of millions of cell phone, laptops, iPads, and other electronic products are disposed of each year. The toxic metals inside leach out into water and air. These are valuable metals that when properly recycled offer consumers money and companies the opportunity to reuse materials.



INVEST YOUR VALUES

In order to align investments with values, you must first know what companies you own. This is nearly impossible if you own mutual funds. Our free online suite of tools helps engaged and socially conscious investors know exactly what companies are embedded in their funds and which funds are aligned with their values.

OUR 2025 GOAL

Through financial transparency, empower and enable every investor to align their investing with their values. Move investments to capitalize a safe, just, and sustainable world for all.

INITIATIVES

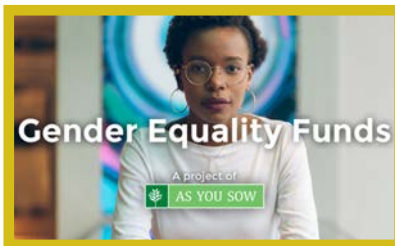
As You Sow has six Invest Your Values online tools:



Fossil Free Funds

A project of
AS YOU SOW

Fossil Free Funds looks at the climate impact of the most popular mutual funds



Gender Equality Funds

A project of
AS YOU SOW

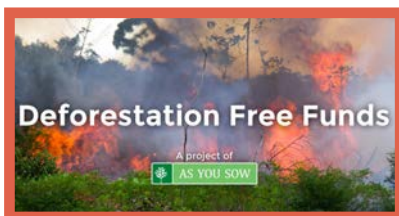
Gender Equality Funds screens funds using company performance on 12 key gender equality indicators



Gun Free Funds

A project of
AS YOU SOW

Gun Free Funds shows how your money is invested in gun manufacturers and gun retailers



Deforestation Free Funds

A project of
AS YOU SOW

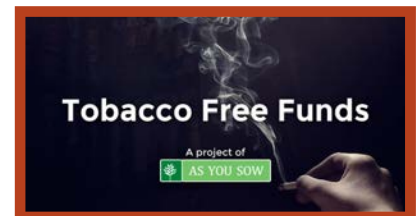
Deforestation Free Funds screens for investments that contribute to forest destruction



Weapon Free Funds

A project of
AS YOU SOW

Weapon Free Funds shows how your money is invested in weapons of war



Tobacco Free Funds

A project of
AS YOU SOW

Tobacco Free Funds shows tobacco companies and those promoting tobacco to kids

A JUST WORLD FOR ALL

Our SOCIAL Program focuses on helping companies foster a culture based on justice and equity that promotes diversity across gender, race, ethnicity, sexual orientation, and other federally protected classes.

1. Income Inequality
2. Gender Equity
3. Workplace Diversity
4. Sexual and Reproductive Health
5. Slavery in Supply Chain

OUR 2025 GOAL

Compel companies to develop best practices on critical social issues to create a culture that attracts and retains the best and the brightest employees.

INITIATIVES

WAGE JUSTICE

Engage companies on the egregious income disparity related to CEO pay that has polarized the U.S. economy and created wage injustice. Institutional shareholders typically approve compensation packages without considering the broader economic implications. We work to educate shareholders on more equitable approaches to compensation.

GENDER EQUITY

Shareholder advocacy linked to Gender Equality Funds; direct engagement with laggard companies on pay equity, sexual harassment policies, reproductive rights, and other key performance indicators collected by our partner Equileap.



WORKPLACE DIVERSITY

Diversity on a corporate board is shown to improve ideas, help relate to broader groups of people, entice and keep employees, reduce risk of fraud, and enable a company to achieve a broader consensus, thus improving its possibility of success. We engage companies on how to increase gender and ethnic diversity throughout their organization.

SEXUAL AND REPRODUCTIVE HEALTH

Engage companies whose headquarters are in states with draconian reproductive health laws, and which may have provided political contributions to support this legislation. As shareholders we will point out material risk that underlies corporate complicity. We will also engage companies that have restrictive health benefits regarding sexual and reproductive health.

SLAVERY IN SUPPLY CHAINS

Eliminate slavery from supply chains through transparent disclosure and bringing together multi-stakeholder industry groups. Several data sets (UK Modern Slavery, CA Supply Chain Transparency, French Vigilance Act, Human Rights Benchmark, etc.) identify laggard companies that do not disclose or have policies on forced labor in their supply chain. We engage these companies to elevate the issue to their shareholders and customers to provide management with the tools and information to address it.



SLAVERY-FREE SUPPLY CHAINS

The **Responsible Sourcing Network**, a project of *As You Sow*, focuses on

- Global Cotton
- Conflict Minerals



OUR 2025 GOAL

Eliminate slavery in the cotton and conflict mineral supply chains by applying third-party auditing and transparency at the first node of the manufacturing sequence. The first node is where the raw commodity is aggregated and loses its provenance – where it loses the ability to backtrack and see how it was harvested, mined, or otherwise extracted.

INITIATIVES

COTTON

Millions of tons of slave-harvested cotton from Uzbekistan and other countries makes its way into the supply chain of U.S. and global brands. By unifying the 300 largest brands in committing to not source slave-harvested cotton we can destroy demand and force an end to this practice.



CONFLICT MATERIALS

Dodd-Frank Act 1502 requires companies to report on their use of conflict minerals. We track and compare company-to-company to keep these disclosures relevant and encourage improvements.





AS YOU SOW COMMUNICATIONS

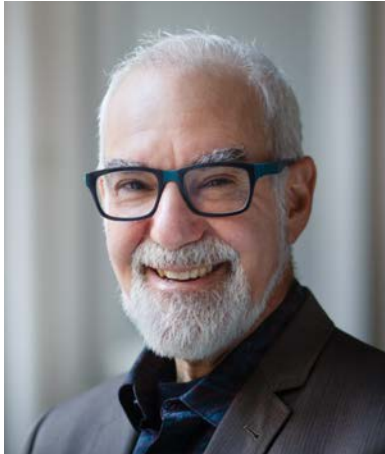
As You Sow staff are issue experts and are regularly contacted by media reporters from major news outlets for quotes or insights. Our “social authority” is grounded in our in-depth reports on key issues related to corporate social responsibility. The As You Sow brand earns organic Google searches of journalists, investors, or other interested persons as they search for information on issues where we are active.

When we release a new report on pesticides, ocean plastics, Paris-compliance in the oil industry, CEO Pay, or a new upgrade to our Invest Your Value suite of online tools, our webinars, press releases, social media posts, and online materials generate earned media, and press inquiries, resulting in dozens of press hits every week.

We continue to grow our media presence through these relationships, providing timely, thought-provoking input to our media partners and outlets.



**As You Sow's
strategic plan
is a logical path
to bring the world's
largest corporations
into alignment with
the world's limited
resources and time.**



ANDREW BEHAR, CEO

“We represent shareholders who want their investments to thrive and who want to make the world a better place. When we meet with corporate leaders at companies like Coca-Cola, General Mills, and Duke Energy that have exposed themselves to risk, it is our responsibility to help them find a path to sustainability.”

DANIELLE FUGERE, PRESIDENT AND CHIEF COUNSEL

“When I sit across the table from major oil & gas company executives working for companies like ExxonMobil and Chevron, I see people with children and possibly grandchildren who will grow up in a world devastated by climate change. I invite them to sit shoulder to shoulder and find win-win solutions.”



CONRAD MACKERRON, SENIOR VICE PRESIDENT

“After over 25 years of interactions with management at consumer packaging giants like Unilever, P&G, and Colgate-Palmolive, I know these people want to find a way to provide their products to their customers without destroying the ocean with plastic. We help them find this path.”





AN INVITATION TO PARTNER

As You Sow is powered by partners — the foundations and individuals who believe we can create the change they want to see in the world. We walk side-by-side on this journey to transform corporate culture to achieve a safe, just, and sustainable world.

You are the sunlight that charges our solar cells — the wind that drives our turbines — the molten lava that powers this extraordinary and transformative work.

Join us. You make it possible to engage hundreds of major multinational corporations each year — to compel them to align their policies and practices with a sustainable, resilient, bright future.



If you are an investor and want to learn how to activate your shares - we are here for you.



If you need help aligning your investing with your values - we have the tools.



If you want to be part of this shift - let us know.

To find out more, contact info@asyousow.org

We've come a long way since planting the first seed of an idea in 1992. There's so much more to do. Together, we will make this vision a reality.





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