



CONCORDIA

2016 ANNUAL REPORT

BUILDING PARTNERSHIPS FOR SOCIAL IMPACT

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FROM THE FOUNDERS



**“IN OUR EVER-CONNECTED AND CO-DEPENDENT WORLD,
COLLABORATION BETWEEN THE PRIVATE AND PUBLIC
SECTORS IS RELEVANT TODAY MORE THAN EVER”**

MATTHEW SWIFT & NICHOLAS LOGOTHETIS,
CONCORDIA FOUNDERS

DEAR CONCORDIA MEMBERS & FRIENDS,

As we reflect on 2016 through our inaugural Annual Report, we are reminded that while there is still work to be done, we have much to celebrate since our founding in 2011. These twelve months have been some of the most transformative in our young organization's history, and we are excited to carry this momentum into the years ahead.

Over the course of the year, Concordia amplified its reach through the expansion of our programming globally and the launch of our second campaign for social impact. The Concordia Americas Summit in Miami, our first-ever event focused on the political and economic priorities of a specific region, marked the introduction of our Strategic Dialogue format that ensures more in-depth engagement at our events. At the 2016 Annual Summit in New York, we set in motion the Concordia Campaign for a Sustainable Global Food Supply and worked with partners to provide a platform for the announcement of \$500 million commitment to address the global refugee crisis. Having convened more than 2,000 attendees including dozens of heads of state and government, and over 200 C-suite executives, we are proud of the outcomes from our 6th Annual Summit that demonstrate the value of cross-sector collaboration.

Building on these accomplishments, 2017 is poised to be a year of strategic growth for Concordia. We've expanded our unique identity as an action-oriented organization that achieves social impact through public-private partnerships (P3s) by enhancing our innovative programming, campaigns, and research models. With a broader global reach, we will bolster our influence by hosting convenings in Bogotá, Washington, D.C., Miami, and Athens that address a range of regional and international issues, from igniting economic growth across the European Union to implementing the new peace deal in Colombia. Given the magnitude of the challenges ahead, we have revamped our Membership Program to include new exclusive benefits to those wanting to join us in creating a more prosperous and sustainable future.

With the current state of international affairs, the P3 model for social impact is essential to remaining on track to achieve the Sustainable Development Goals set forth by the United Nations. We are particularly excited by Concordia's unique opportunity to redefine the power of partnership during the U.N. General Assembly at our 2017 Annual Summit in September and throughout the year. While we remain immensely optimistic about our future, we are well aware of the challenges and uncertainties confronting our global society. We know that now, more than ever, it is imperative that we come together and leverage our collective resources to address the world's most pressing issues.

As always, we thank you for your continued support and hope you will join us as we embark on the journey ahead.

Our sincerest gratitude,



Matthew Swift
Co-Founder, Chairman & CEO



Nicholas Logothetis
Co-Founder & Chairman of the Board



HOW WE GOT HERE



2011

At Concordia's inaugural Summit, participants examined the fight against terrorism and the struggle to counter violent extremism. The 2011 Annual Summit, which hosted 140 attendees, featured a live simulation depicting an emergency meeting of global leaders in the event of a terrorist attack. President George W. Bush delivered the keynote address which focused on the need for cross-sector collaboration as a means of combating extremism and terrorism.



2012

Participants engaged in P3-focused sessions ranging from economic growth in Haiti to advancing women's empowerment in Afghanistan. The 2012 Annual Summit featured a keynote interview with former President Bill Clinton who discussed the need for cross-sector collaboration to create meaningful solutions to pressing global issues.



2013

The Concordia community convened to create innovative solutions and bring existing initiatives to scale in order to serve and support our global youth populations at the 2013 Annual Summit. Concordia launched its Partnership Index in 2013, a research tool that ranked countries based on their readiness and need to engage in public-private partnerships. The Summit featured a keynote conversation with Andrew Liveris, President, Chairman & CEO of The Dow Chemical Company.

“ULTIMATELY, PARTNERSHIPS DO MORE THAN JUST TAKE ON REAL CHALLENGES WE’RE SEEING DAY TO DAY. CHALLENGES THAT AFFECT PEOPLE’S DAILY LIVES. PARTNERSHIPS ARE VITAL TO HELPING GENERATE A VIRTUOUS CYCLE.”

JOSEPH R. BIDEN,
FORMER VICE PRESIDENT OF THE UNITED STATES



2014

Cross-sector leaders discussed scalable solutions in counter-human trafficking efforts, the future of American energy, and economic growth in Latin America at the 2014 Annual Summit, which featured a keynote conversation with former President George W. Bush and First Lady Laura Bush. Concordia co-hosted in the inaugural Global Partnership Week in 2014 with the Secretary's Office of Global Partnerships at the U.S. Department of State, the U.S. Global Development Lab at the U.S. Agency for International Development, and PeaceTech Lab. The P3 Impact Award was also launched in 2014 in partnership with the University of Virginia's Darden School Institute for Business in Society and the Secretary's Office of Global Partnerships at the U.S. Department of State.



2015

The 2015 Annual Summit convened cross-sector leaders to discuss scalable solutions to timely issues such as labor trafficking, international disaster response, and counter extremism. The Summit gathered over 1,100 participants and featured closing remarks by Vice President Joe Biden. Concordia, which became a membership-based organization in 2015, launched the first Campaign for Social Impact Against Labor Trafficking in the Thai fishing industry.



2016

The 2016 Annual Summit convened over 2,000 cross-sector leaders to discuss issues such as the need for a sustainable global food supply, the future of Europe, corruption and governance in Latin America, labor trafficking, among many others. The Summit, which featured the introduction of Concordia's innovative Strategic Dialogue format, the debut of the Campaign for a Sustainable Global Food Supply, and the launch of the Concordia Leadership Award, included the participation of H.E. Alexis Tsipras, Prime Minister of Greece, former Secretary of State, Hon. Madeleine Albright, and philanthropist George Soros. The Private Sector Forum on Migration and Refugees, held during the Annual Summit, was co-hosted by Concordia, Columbia University's Global Policy Initiative, the International Organization for Migration, and the Office of the United Nations High Commissioner for Refugees. Concordia's first Regional Summit, which took place in Miami, Florida in May 2016, addressed political and economic priorities across the Americas including democracy, energy, trade, regional security, and corruption. 2016 also saw the implementation of the Social Impact department. This strategic shift took Concordia from a convening organization to one that actively builds meaningful partnerships.

CREATING IMPACT

CONCORDIA IS A REGISTERED 501(c)(3) NONPROFIT, NONPARTISAN ORGANIZATION THAT ENABLES PUBLIC-PRIVATE PARTNERSHIPS TO CREATE A MORE PROSPEROUS AND SUSTAINABLE FUTURE. AS EQUAL PARTS CONVENER, CAMPAIGNER, AND INNOVATION INCUBATOR, CONCORDIA IS ACTIVELY BUILDING CROSS-SECTOR PARTNERSHIPS FOR SOCIAL IMPACT BY LEVERAGING ITS NETWORK OF BUSINESS, GOVERNMENT, AND NONPROFIT LEADERS. CONCORDIA WAS FOUNDED IN 2011 BY MATTHEW A. SWIFT AND NICHOLAS M. LOGOTHETIS.

50+

HEADS OF STATE
& GOVERNMENT

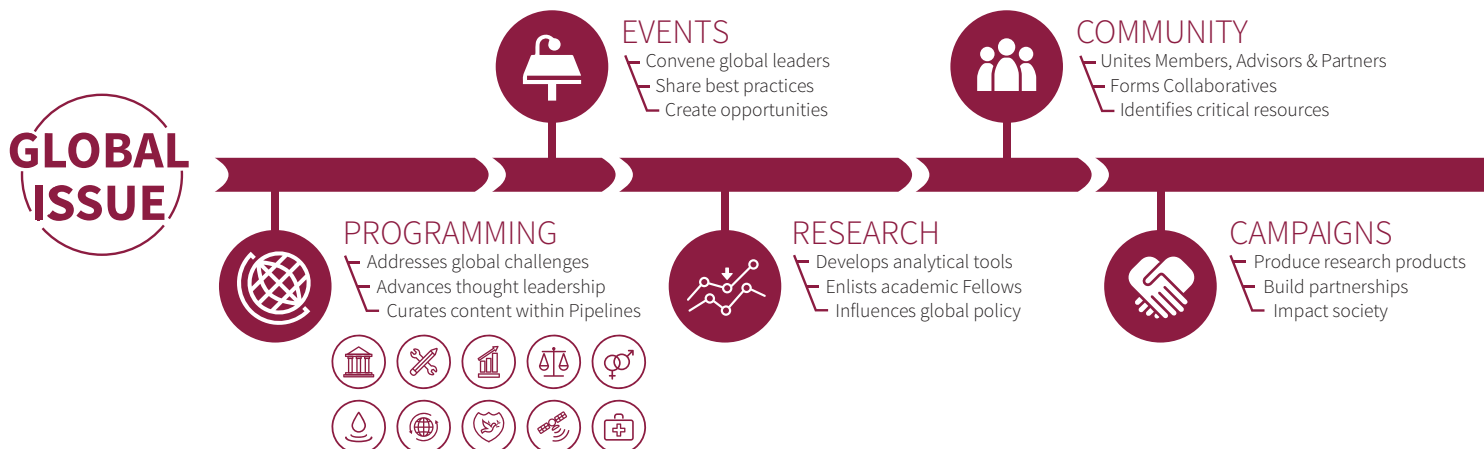
600+

C-LEVEL
EXECUTIVES

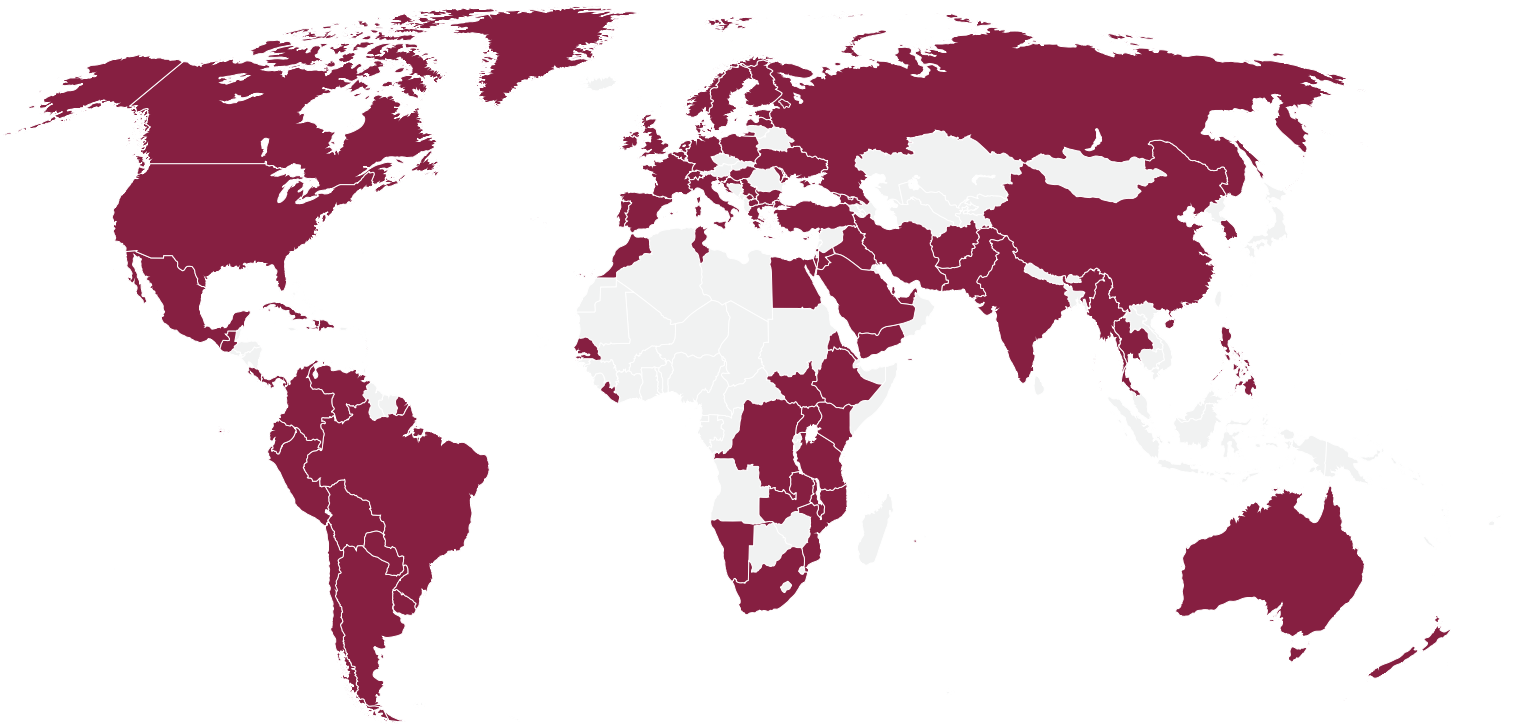
300+

REGISTERED
PRESS

OUR PATH TO SOCIAL IMPACT



OUR REACH



4500

SUMMIT
PARTICIPANTS

100+

COUNTRIES
REPRESENTED


\$20TRN

PRIVATE SECTOR ASSETS
REPRESENTED

PUBLIC- PRIVATE PARTNERSHIP

PROGRAMMING





Concordia fosters meaningful dialogue, sparks collaboration, and inspires collective action by way of diverse, innovative, and action-oriented programming. Concordia Members, Partners, and Advisors connect and collaborate year-round within ten Programming Pipelines, each representing a topical global challenge or social impact opportunity. Each Pipeline houses several points of engagement that bring our community together to share best practices, incubate ideas, identify research needs, and explore new opportunities for partnerships. Each Pipeline also contains one or more Collaboratives comprised of issue area experts that work on more specific, ongoing topics with the end goal of forming a public-private partnership as part of a Concordia Campaign.



PROGRAMMING PIPELINES



DIPLOMACY & DEFENSE

In 2016, Concordia advanced its programming related to diplomacy and defense by partnering with organizations such as the Wilson Center, the Atlantic Council, and the Tahrir Institute for Middle East Policy. In our year-round convenings, Concordia furthered discussions on countering violent extremism, cybersecurity, and peacebuilding to uncover potential areas for collaboration between the public and private sectors. With its roots in countering violent extremism, Concordia will continue to prioritize the development of meaningful conversations on diplomacy and defense in 2017.



ECONOMIC DEVELOPMENT & INTERNATIONAL FINANCE

Concordia partnered with leading organizations such as the Rockefeller Foundation and Eurasia Group to further programming on economic development and international finance. At the Annual Summit, Concordia explored the potential for economic growth, examined the impact of political insecurity on economic outcomes, and discussed the future of global philanthropy.



EDUCATION & WORKFORCE DEVELOPMENT

At the 2016 Annual Summit, Concordia hosted the presidents of Arizona State University, Georgetown, and Miami Dade College who discussed the role of innovation in academia. Concordia also partnered with RIDGE-LANE LP to host a Strategic Dialogue on the issues facing America's public education system and the role of partnerships in overcoming these challenges. The role of technology in innovating the way education is delivered and consumed was a key theme of these discussions.



ENVIRONMENTAL SECURITY & NATURAL RESOURCE MANAGEMENT

In 2016, Concordia continued to incubate the idea of a pan-American energy supply both at the Americas Summit in Miami and at the Annual Summit in New York. Additionally, Concordia launched its Campaign for a Sustainable Global Food Supply at the Annual Summit, which will guide Concordia's programming for the next 2-5 years as we encourage action around topics such as sustainable sourcing, animal welfare, and food waste, among others.



GENDER PARITY & INCLUSIVE DIVERSITY

Concordia partnered with the Rockefeller Foundation, Seleni Institute, the George W. Bush Institute, and the Wilson Center to develop plenary sessions at the 2016 Annual Summit. These sessions advanced the global conversation on gender parity in the workplace, parental leave policy in America, women's empowerment, and women's political participation. As we look forward to 2017, Concordia will carry forward one key theme from these discussions: the importance of gender parity for the achievement of all 17 U.N. SDGs.



GLOBAL HEALTH & EMERGENCY RESPONSE

In partnership with Americares, Concordia curated a plenary discussion at the 2016 Annual Summit focusing on prevention and management of global epidemics. Over the course of 2016, Concordia expanded its programming in this issue area by hosting a Strategic Dialogue at the Annual Summit that brought together leading experts from across the U.S. to discuss challenges to and opportunities for collaboration in the cancer research community.



GOOD GOVERNANCE & DEMOCRACY

The issues of transparency and accountability were a main theme in Concordia's programming throughout 2016. At both the Concordia Americas Summit in Miami and the Annual Summit in New York, we held discussions on corruption and governance, with a particular focus on Latin America. Additionally, at the Annual Summit, Concordia partnered with the National Democratic Institute to host a session highlighting the political and economic stability in the Middle East as an example for other democratic transitions in the region.



HUMAN RIGHTS & CIVIL LIBERTIES

In 2016, Concordia rigorously pursued programming to promote human rights and civil liberties, mainly under the themes of labor trafficking and migration and refugees. Concordia's Campaign Against Labor Trafficking, established in 2015, has featured year-round programming on the issue, from smaller roundtables to plenary and Strategic Dialogue discussions. In addition, Concordia hosted the Private Sector Forum on Migration and Refugees at the Annual Summit, in partnership with UNHCR, Columbia University's Global Policy Institute, and IOM. This one-day forum hosted a series of high-level interactive discussions on the private sector's role and responsibility in addressing global migration challenges and the current refugee crisis. A curated gathering of 200 cross-sector leaders joined this invitation-only forum, which culminated in a plenary session. The plenary session issued a Call to Action to all 2,000 Concordia Summit attendees on the need to combine efforts and partner across sectors to provide tangible solutions for forced migration.



INNOVATIVE TECHNOLOGY & SUSTAINABLE INFRASTRUCTURE

Concordia expanded our community's conversations on the role of public-private collaboration for infrastructure financing and water security. In partnership with the U.S. Water Partnership, Concordia held a plenary and Strategic Dialogue discussions focusing on the critical role of water infrastructure for global security and wellbeing. Additionally, plenary session held in partnership with RIDGE-LANE LP took a more domestic approach, examining the unique challenges to rebuilding our national infrastructure in the U.S.

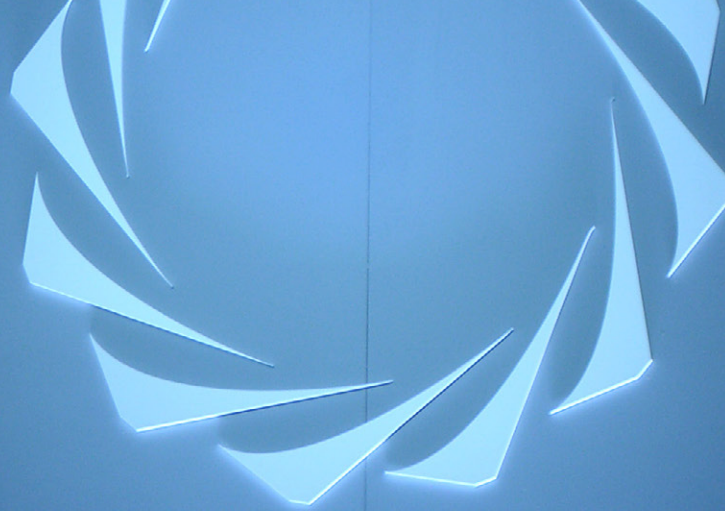


SHARED VALUE & SOCIAL IMPACT

Following the announcement of the U.N. Sustainable Development Goals, Concordia's community expressed increased interest and engagement in achieving them. Throughout the year, conversations on topics from poverty to gender equality and from energy to education, culminated with a diverse range of programming examining the role of the public and private sectors in investing in the SDGs, promoting philanthropy, and engaging in sustainable business practices. Concordia partnered with organizations such as New America and the University of Virginia's Darden School of Business, the U.S. Department of State, USAID, and PeaceTech Lab to gather a community of engaged stakeholders to advance the conversation on how practitioners and global leaders alike can play a role in achieving the SDGs. Looking forward to 2017, Concordia will continue to prioritize the SDGs in its year-round programming as we work to advance Goal 17: Partnerships for the Goals.

EVENTS





CONCORDIA

The 2016 Concordia Annual Summit - our biggest and most impactful yet - convened over 2,000 cross-sector leaders to discuss issues such as the need for a sustainable global food supply, the future of Europe, corruption and governance in Latin America, and labor trafficking, among many others. The Summit featured the introduction of Concordia's innovative Strategic Dialogue format, the debut of the Campaign for a Sustainable Global Food Supply, and the launch of the Concordia Leadership Award. The Private Sector Forum on Migration and Refugees, held during the Annual Summit, was co-hosted by Concordia, Columbia University's Global Policy Initiative, the International Organization for Migration, and the Office of the United Nations High Commissioner for Refugees. Concordia's first Regional Summit, which took place in Miami, Florida, addressed political and economic priorities across the Americas including democracy, energy, trade, regional security, and corruption.

DIPLOMACY & DEFENSE: PRIORITIES FOR THE NEXT COMMANDER



40

Programming Partners

23

Heads of State

50+

Summit Sessions

200+

C-Level Executives

300+

Summit Speakers

100+

Registered Press

100+

News Stories

2,000

Summit Attendees

13,000,000

Social Media Impressions

2016 CONCORDIA ANNUAL SUMMIT

Since 2011, Concordia has been convening the world's most prominent business, government, and nonprofit leaders to build effective partnerships for positive social impact. The Concordia Annual Summit takes place in New York City in September around the United Nations General Assembly and serves as the preeminent global affairs forum for thought leaders and innovators to examine the world's most pressing challenges.

Held on September 19th and 20th at the Grand Hyatt New York, the 2016 Annual Summit was our largest and most ambitious event to date, bringing together over 2,000 thought leaders from across sectors including General (Ret.) David Petraeus, former Secretary of State, Madeleine Albright, Prime Minister of Greece, H.E. Alexis Tsipras, and philanthropist George Soros. Participants explored partnership-based solutions to a range of global

challenges including labor trafficking, energy, migration, cancer research, food security, gender parity, and more.

Concordia Strategic Dialogues featured 40-50 experts and cross-sector thought leaders who discussed particularly pressing global problems in-depth. First introduced at the 2016 Annual Summit, these curated, interactive discussions, where everyone around the table is encouraged to participate, feed directly into our Campaigns for Social Impact and are formulated specifically to develop tangible policy outcomes and action plans. The Summit featured 11 Strategic Dialogues, along with 10 Roundtables, 3 Office Hours sessions, and private meetings that afforded Concordia Members the opportunity to engage with Members of the Leadership Council, former world leaders, and select Summit speakers on a more intimate level.

PRIVATE SECTOR FORUM ON MIGRATION & REFUGEES

Concordia, Columbia University's Global Policy Initiative, the International Organization for Migration, and the United Nations High Commissioner for Refugees (UNHCR), with the support of the Open Society Foundations and the Swiss Agency for Development and Cooperation, hosted a series of high-level interactive discussions on the private sector's role and responsibilities in addressing global migration and refugee flows. Speakers noted that with rising anti-migrant sentiment and the erosion of international moral authority, the international community has yet to engage the private

sector effectively and faces a crisis of leadership. The Forum issued a call to action for the over 2,000 Concordia Annual Summit attendees to partner across sectors, provide tangible solutions for forced migration, and nurture new partnerships for investment, refugee resettlement, and education. The Forum also served as a platform for philanthropist and founder of the Open Society Foundations, George Soros, to announce his commitment of \$500 million - the largest single amount announced - for migrants and refugees in partnership with the UNHCR and the International Rescue Committee.

CONCORDIA LEADERSHIP AWARD

For the first time, Concordia presented the Concordia Leadership Award during a ceremony at the 2016 Annual Summit to recognize distinguished individuals who inspire others through their ability to turn vision into impact. Whether from the public, private, or nonprofit sectors, these honorees are powerful changemakers who drive forward innovative ideas to build a more positive world. Concordia was proud to recognize Nobel Peace Laureate Professor Muhammad Yunus, Founder of Grameen Bank and Co-Founder and Chairman of Yunus Social Business, Paul Polman, CEO of Unilever, and Gloria Malone, Creator of Teen Mom NYC, with the 2016 Concordia Leadership Award. These honorees stand as shining examples of leaders who apply innovative approaches from both the public and private sectors to promote social impact.

P3 IMPACT AWARD

The ceremony also recognized the winner of the 2016 P3 Impact Award, a competition hosted by the University of Virginia Darden School Institute for Business in Society, and U.S. Department of State Secretary's Office of Global Partnerships, that recognizes best practices of P3s that are improving communities around the world in the most impactful ways. The winning team, Project Nurture, is a partnership between the Coca-Cola Company, the Bill & Melinda Gates Foundation, and TechnoServe that developed an innovative solution to challenges in East Africa's fruit market. While farmers across Africa struggle to lift themselves out of poverty, food and beverage companies have a hard time sourcing the agricultural products they need. Seeking to address both of these problems, the Coca-Cola Company relayed what is at the heart of Project Nurture: helping raise the incomes of small farmers across Africa while sourcing their products sustainably. The Coca-Cola Company is now able to produce a locally sourced fruit juice in East Africa for the first time, while mango and passionfruit farmers have felt a positive economic and social impact from their incomes having doubled.



CONCORDIA AMERICAS SUMMIT IN MIAMI

Complementing the international focus of the 2016 Annual Summit, Concordia launched its first Regional Summit concentrated on the Americas in partnership with the Americas Society/Council of the Americas and Univision on May 12-13, 2016. Chaired by José María Aznar, former President of the Government of Spain, and Paula J. Dobriansky, former Under Secretary of State for Democracy and Global Affairs & President's Special Envoy to Northern Ireland, the inaugural Concordia Americas Summit brought together over 220 public and private sector leaders to address pressing political and economic priorities of the region. Recurring topics throughout the session included infrastructure investment, trade as

a tool to promote democracy, and economic fluctuation. Participants also touched on the critical role democracy plays in establishing stable social and economic systems, as well as the politicization of energy issues.

The Summit was historically significant as it marked the first-ever meeting between Luis Almagro Lemes, Secretary General, Organization of American States, and Venezuelan human rights activist, Lilian Tintori, who spoke about the humanitarian crisis in Venezuela. As a result of the Summit, Mr. Almagro affirmed the Carta Democrática which outlines provisions and strategies for change in the country's electoral process and, in turn, its fundamental rights.



Photo: Luis Almagro Lemes and Lilian Tintori speak about the humanitarian crisis in Venezuela at the Concordia Americas Summit in Miami.



GLOBAL PARTNERSHIPS WEEK

As a partnership-building institution, Concordia hosts year-round events with our Members, Programming Partners, and Collaborators. These events focus strategically on one of our ten Programming Pipelines and timely topics related to Concordia Campaigns. They serve to highlight Concordia's commitment to social impact, nurture effective public-private partnerships, and find new opportunities for collaboration.

In 2016, Concordia greatly expanded these programs, highlighting issues from ethical supply chain management to gender parity, and held its second annual Global

Partnerships Week (GPW) Partnership Practitioners Forum, under the theme, "Leveraging Innovation in Partnerships." Together with the Secretary's Office of Global Partnerships at the U.S. Department of State, the U.S. Global Development Lab at the U.S. Agency for International Development (USAID), and PeaceTech Lab, Concordia co-hosted this flagship event to kick off GPW and brought together practitioners and global leaders to discuss the role of P3s in achieving the SDGs and explore their potential as shared value collaborators.

LEADERSHIP SERIES

Our 2016 Leadership Series showcased the expertise and diversity of our Leadership Council and Members program, welcoming guests that included Juan Carlos Pinzón, Ambassador of Colombia to the U.S., Nicos Anastasiades, President of the Republic of Cyprus, Ms. Irina Bokova, Director-General of UNESCO, and Álvaro Uribe Vélez, former President of the Republic of Colombia. During intimate roundtables, participants engaged in candid discussions on a variety of issues, including the Colombian Peace Deal, innovative P3s tackling international security, and the ongoing refugee and migration crisis.

"AS PRESIDENT OF COLOMBIA, I HAVE SEEN FIRST-HAND THE POSITIVE EFFECTS AND IMMENSE EFFICIENCIES THAT [PUBLIC-PRIVATE PARTNERSHIPS] HAVE ON CHANGING THE WORLD AND IMPACTING COMMUNITY."

**-ÁLVARO URIBE VÉLEZ,
FORMER PRESIDENT OF
THE REPUBLIC OF COLOMBIA**

SOCIAL IMPACT





2016 saw the implementation of the Social Impact department. This strategic shift took Concordia from a convening organization to one that actively builds meaningful partnerships. Concordia's Social Impact initiatives serve as avenues for like-minded actors to build essential public-private partnerships that push the industry and influence the supply chain on a targeted global challenge at the business, government, and consumer levels through innovative campaigns and research opportunities. Under this department, 2016 saw the launch of Concordia's second campaign. The Campaign for a Sustainable Global Food Supply aims to find creative and collaborative solutions for one of the world's most pressing and complex challenges.

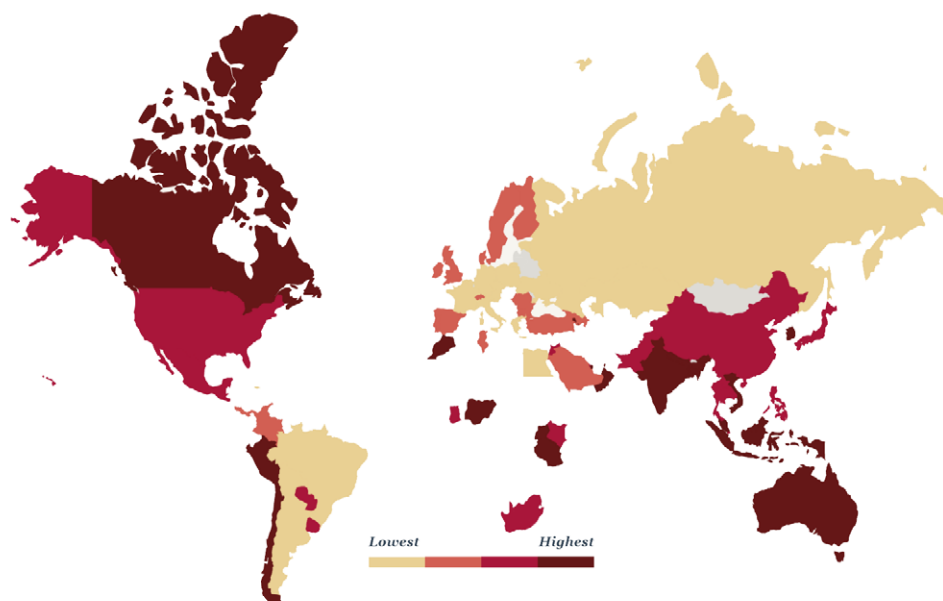


RESEARCH

Aligned closely with the Campaigns Series, Concordia's research uncovers best practices and trends in the partnering space with the aim of providing governments, businesses, and nonprofits with the knowledge and tools necessary to engage effectively in innovative partnerships for social impact.

2016 saw the final installment of the Concordia Partnership Index, which was developed as a research tool for public, private, and nonprofit organizations to identify opportunities to form strategic partnerships in various countries and pool resources for the implementation of innovative ideas. For over 4 years, the Index

ranked countries based on their readiness and need to engage in public-private partnerships. The inclusion of indicators based on need is what set the Index apart from other indices that measure P3 environments. The top 10 rankings from the 2016 Index are represented by countries across geographies and income levels. Most notably, Chile ranked first overall for the fourth straight year with a score of 59.73. South Korea, Peru, Qatar, Nepal, and Malaysia remained among the top 10 from 2015, while Tanzania moved from 11th to 2nd place. Unsurprisingly, the overall scores of Tanzania, Uganda, and Nepal remain high given their need to address large infrastructure deficits.



Country Rankings

1 Chile	59.73
2 Tanzania	58.00
3 Korea, Rep. (S. Korea)	57.70
4 Uganda	57.59
5 Peru	57.29
6 Qatar	57.13
7 Oman	57.04
8 Canada	56.89
9 Nepal	56.70
10 Malaysia	56.51



CAMPAIGNS FOR SOCIAL IMPACT

The Concordia Campaigns for Social Impact Series narrows our programmatic, research, and networking focus to tackle a particularly pressing global problem over a multiyear period. A Campaign draws attention to a specific challenge and catalyzes action for maximum social impact around that issue. Concordia runs multiple Campaigns concurrently to fully leverage the Concordia platform and network, and Campaigns are launched and shaped through Concordia Member participation.

2016 showed growth in Concordia's efforts to achieve social impact and become a partnering body. The formation of the Social Impact team and the launch of the Campaign Series furthered the codification of processes for Member and stakeholder engagement in this

exciting new space. Concordia Campaigns touch on a variety of subjects, but all possess the same three overarching goals: to raise awareness, to generate action-oriented research, and to build or support public-private partnership based solutions. Looking ahead to 2017 and beyond, we are exploring the creation of additional Campaigns on issues including migration, a pan-American energy alliance, and resilient water systems.

The end goal of each Campaign is to build and support public-private partnerships that provide meaningful and sustainable social impact in a Campaign space. Through all of its Campaign work, Concordia operates in partnership with private, public, nonprofit, and academic partners, embodying its collaborative ideals.



*Photo courtesy of The GhostFleet.com
Journalist: Shannon Service
Campaign Against Labor Trafficking*



Photo: Stone Barns Center for Food and Agriculture, Campaign for a Sustainable Global Food Supply



SUSTAINABLE GLOBAL FOOD SUPPLY

The Concordia Campaign for a Sustainable Global Food Supply, launched at the 2016 Annual Summit, reflects Concordia's belief that a humane and sustainable global food supply is a challenge of increasing importance, and that public-private partnerships can provide a pathway to a meaningful solution. Responding to the Concordia Community's input as it develops its approach to this truly global challenge, the Campaign aims to elevate the issue of farm animal welfare within global policy and innovation efforts in the food sustainability space throughout the next several years.

Concordia highlighted the Campaign at the Annual Summit during a Plenary panel and a

Strategic Dialogue discussion, during which key stakeholders representing multiple points in the food supply chain discussed obstacles to food safety, access, sustainability, and animal welfare. The Annual Summit, being the first conversations hosted by Concordia on the subject, identified key areas where Concordia, and P3s, can play a positive role. Building on this initial conversation as it continues to grow, the Campaign will focus on the interconnectedness of our food systems, highlighting the journey from farm to fork, the challenges facing small farms, and the valuable role that public-private partnerships play in this space.



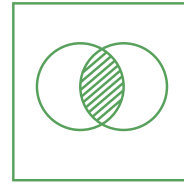
Tackling Inefficiencies to Combat Food Waste



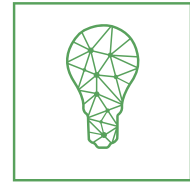
Identifying Shared Ground: Aligning Cross-Sector Perspectives for Collaboration



Increasing Awareness, Changing Purchasing Patterns: The Power of the Consumer to Drive Sustainability



Mapping Strengths: How Each Sector is Engaged - and Invested - in a Sustainable Global Food Supply



Innovation and Technology: Connecting New Ideas to Traditional Practices

CAMPAIGN HIGHLIGHT: ISRAELI INNOVATION

In November, Concordia traveled to the epicenter of the start-up nation -- Tel Aviv, Israel -- to gain an overview of the innovation landscape as it relates to sustainable food technologies. In partnership with Start-Up Nation Central as well as the Volcani Institute, Concordia met with companies whose products ranged from chicken meat grown using regenerative technologies to protein products made from grasshopper production. In the process of creating a more sustainable food system, these companies simultaneously reduce the effects of climate change, advance animal welfare standards, improve public health, and tackle a variety of other externalities.



Photo:

Researchers at the Volcani Institute demonstrate new technologies to extend the shelf life of produce.

SPONSOR HIGHLIGHT: ARNALL FAMILY FOUNDATION

For Concordia to launch a specific Campaign, it must focus on a pressing, yet enduring, contemporary challenge, require a public-private partnership solution, resonate with Concordia's Members, and present sufficient resources that allow Concordia to engage meaningfully for a 2-5 year period. The first three conditions for the launch of the Campaign for a Sustainable Global Food Supply were immediately met by the nature of the challenge and the positive reception from our Members. The fourth pre-requisite was satisfied by the generosity of the Arnall Family Foundation.

Sue Ann Arnall, President of the Arnall Family Foundation, joined the Concordia Board of Directors in 2016, bringing key insight into the creation of public-private partnerships and business management from her esteemed career in the oil and gas industry. In addition to her expertise, she also brought a passion for leaving a positive social impact on the most vulnerable populations. The Arnall Family Foundation invests in innovative programs that improve the lives of animals. Sue Ann communicated the connectivity of farm animal welfare to sustainable food production, and the Campaign was born.



LABOR TRAFFICKING

2016 proved to be a year of growth for our inaugural Campaign for Social Impact focused on combating labor trafficking in the Thai seafood industry. Launched in 2015 following a panel discussion at the 2014 Annual Summit on modern day slavery and human trafficking, Concordia identified this topic as a business and human rights challenge ripe for public-private partnership based solutions. Increased engagement and interest from the Concordia Community similarly indicated the importance of focusing on this issue. A landscape analysis of public and private sector stakeholders indicated the need for greater collaboration in supply chain monitoring and partnership based solutions, specifically in the seafood industry in Thailand. With this narrowed focus, Concordia formed Campaign partnerships with global development leaders, Winrock International, and New York University Stern Center for Business and Human Rights, a leading non-governmental organization and a cutting-edge academic institution, respectively.

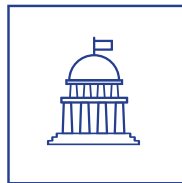
The Campaign seeks to engage key stakeholders along the value chain – global

companies, local suppliers, governments, intergovernmental organizations, NGOs, trade unions, and consumer groups – to change the way the seafood industry operates in Thailand, Southeast Asia, and beyond. By raising awareness, generating research, and forming public-private partnerships, the Campaign leverages the power of cross-sector collaboration to alter practices in the industry.

2016 highlighted the Campaign at the Annual Summit during a Plenary panel and a Strategic Dialogue discussion. Leading up to this, the Social Impact Team hosted a roundtable on the topic of supply chain standards for sustainable businesses in July, and produced a white paper elaborating on discussion findings. Through these platforms, and by participating in a number of Winrock and U.N.-hosted forums related to trafficking in conflict zones, Concordia greatly expanded its Campaign Network to include industry, nonprofit, and government leaders. This Network, and the Advisory Collaborative in particular, guide the Campaign strategy and subsequent programming, research, and partnership-based projects.



**Doing Better
Business And
Doing Business
Better**



**Top Down:
Government Role
in Combatting
Modern Day
Slavery**



**Technology and its
Limitations**



**Building Cross
Sector Capacity**



**Increasing Awareness,
Changing Purchasing
Patterns:
The Power of the
Consumer to Stop
Slavery**

CAMPAIGN HIGHLIGHT: WINROCK EVENT

In May of 2016, Concordia traveled to Bangkok, Thailand to provide remarks at an aquaculture conference hosted by our partner organization, Winrock International, on the subject of social accountability in supply chains. The audience included an array of business leaders, government officials, and technology companies eager to learn about the private sector's increasing interest in maintaining clean, transparent, and responsible business practices. This conference proved to be particularly fruitful in providing Concordia with a broader base of regional contacts and garnering industry specific support for the Campaign.

CAMPAIGN HIGHLIGHT: LABOR LESSONS

In July of 2016, Concordia partnered with Nomi Network to host an invitation-only roundtable exploring labor lessons found across industries. As a nonprofit working with women across Cambodia and India to create economic opportunities for victims and women at risk, Nomi Network shares Concordia's belief that business is a critical vehicle through which to halt the cycle of trafficking. Through this shared vision, Concordia and Nomi Network convened experts to identify key, transferable steps for industry leaders to disrupt the \$150 billion industry of modern day slavery. Following the roundtable, Concordia and Nomi Network co-authored a white paper and presented findings to the Luxury Marketing Council.

MEMBERSHIP

A COMMUNITY FOSTERING COLLABORATION AT THE INTERSECTION OF THE PUBLIC AND PRIVATE SECTORS.

As a membership-based organization, Concordia provides a unique environment to hear from leading experts at the intersection of the public, private, and nonprofit arenas. Members are connected with an immense network of global leaders, informed on the latest P3 developments, and exposed to opportunities for creating partnerships that align with their areas of interest.

Since its launch in 2015, the Concordia Membership program has grown to include over 350 individual, organizational, and young professional members. Each year, Concordia brings together hundreds of public, private, and nonprofit leaders by organizing various regional events, private meetings,

briefings, and our Annual Summit. Concordia's year-round engagement opportunities are exclusive to Members and include a series of regional convenings, webinar presentations, office hours, and virtual gatherings that utilize experienced practitioners and social innovators to delve into timely topics and current affairs with deeper focus. These engagement opportunities are designed to further solutions to global challenges addressed at the Annual Summit and create an impact narrative, highlighting the continuous efforts being put forth by the Concordia community in support of our Campaigns and partner initiatives.

MEMBERSHIP BENEFITS	PATRON \$15,000	INDIVIDUAL \$2,500	YOUNG PROFESSIONAL \$1,000
All-access invitations to the Concordia Annual Summit in New York City*	5	1	1
Invitations to Concordia Americas Summit in Bogotá*	3	1	1
Invitation to Concordia Europe Summit in Athens, Greece* Additional fee may apply	1	1	1
Invitations to Global Partnerships Week in Washington, D.C.*	3	1	1
Invitations to attend Concordia's Young Professional Member networking and engagement events	3	2	2
Opportunity to participate in Programming and Social Impact related issue area working groups and contribute an op-ed on a connected topic	✓	✓	✓
Opportunity to contribute a blog post connected to a Concordia event or working group experience to be distributed among the Concordia community	✓	✓	✓
Invitation to Social Impact Campaign roundtables around the world (i.e. Bogotá, Athens, London)	✓	✓	-
Opportunity to serve on Concordia Campaign related subcommittees that advise and advance Campaign progress	✓	✓	-
Promotion of Member's research within the P3 space	✓	✓	-
Reserved preferential seating for Plenary Sessions at Summits	✓	-	-
Access to special tours or missions connected to Concordia Programming and Social Impact Initiatives when available	✓	-	-
Opportunity to host private gatherings and request private meetings with Leadership Council Members and high-level stakeholders	✓	-	-
Access to white papers and other research deliverables within the Concordia database	✓	-	-
Member company listed under Patron Member on Concordia website	✓	-	-
Opportunity to partner with Concordia to curate a roundtable on a topic relevant to the Summit agenda in alignment with Sponsor company's interest	✓	✓	-

*Additional fees may apply to certain supplementary events around our Annual and Regional Summits. Invitations for Patron Members are transferable between company leadership. Credit card fees may apply and are additional to the Membership cost.

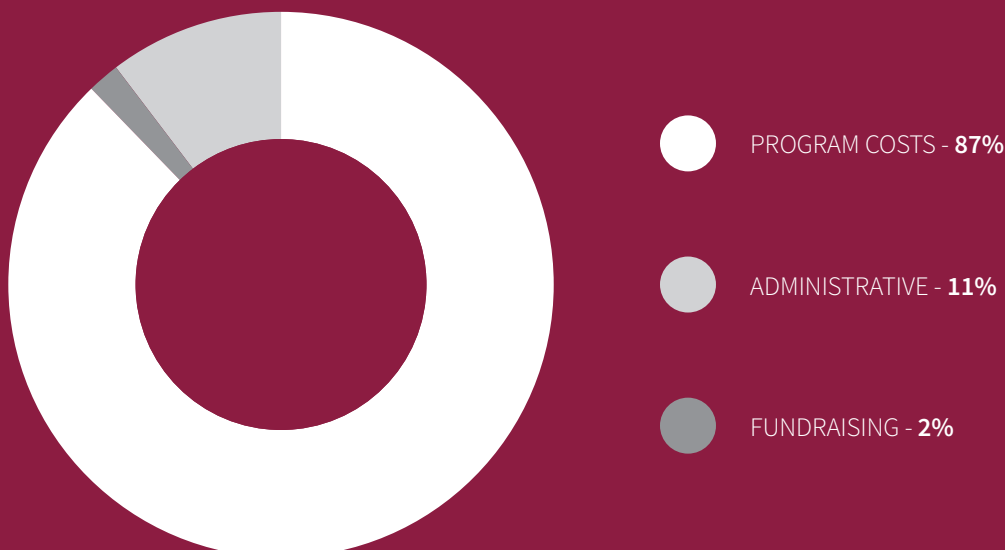
FINANCIAL REPORT

Concordia's social impact is possible due to the strong dedication of its community. Thank you to each of our Members, sponsors, and partners for helping us reach our objectives. The financial commitment from these groups and individuals has made our mission of building partnerships a reality. Concordia has maintained steady revenue growth over its history. Looking back at 2016 specifically, we increased and diversified funding through our revamped membership program as well as a major gift from the Arnall Family Foundation dedicated to our Social Impact department. In large part, Concordia's success is also a result of the generosity of our Founding Sponsor, the Libra Group, which not only helped launched the organization but also continues to support our efforts. In reviewing expenses over the

course of the past year, programming remains the most robust, representing 87% overall. Total funding received for 2016 was \$6,871,608.

With this funding, Concordia has led partner organizations to connect with new donors, to publish an entire series on private sector engagement on the refugee crisis, and to start new conversations around various urgent global challenges. Concordia's Campaigns for Social Impact have resulted in new research, thought leadership, partner introductions, and much more engaged stakeholders around the issues of labor trafficking and a sustainable global food supply. Overall, 2016 proved to be a transformational year towards reaching our long-term goal of creating a more prosperous and sustainable future through the lens of partnerships.

FINANCIAL DATA	2012	2013	2014	2015	2016
REVENUE	\$616,500	\$1,175,647	\$1,596,966	\$2,402,033	\$6,871,608
PROGRAM COSTS	\$91,2380	\$1,133,913	\$1,308,131	\$2,125,724	\$5,199,092
FUNDRAISING	\$0	\$0	\$97,301	\$117,563	\$130,978
ADMIN	\$187,387	\$509,015	\$289,108	\$380,978	\$669,359
TOTAL EXPENSES	\$1,099,767	\$1,642,928	\$1,694,540	\$2,624,265	\$5,999,429



LEADERSHIP COUNCIL

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Chairman and Chief Executive Officer of The Libra Group & Chairman of The Concordia Leadership Council

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Concordia's Leadership Council is a powerful roster of former heads of state, leaders of industry, and policy experts with practical experience at every level of government and business. By offering strategic guidance, expanding our community, and advising our programming, the Leadership Council contributes to all areas of our ever-growing organization.

Ambassador Paula J. Dobriansky, Ph.D.

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Former U.S. Deputy Secretary of State & U.S. Director of National Intelligence

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Eduardo J. Padrón, Ph.D.

President, Miami Dade College

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Gen. (Ret.) David H. Petraeus

Former Director of the Central Intelligence Agency

Frances Fragos Townsend

Former Homeland Security Advisor to the President of the United States & CBS News Senior National Security Analyst



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“IF YOU WORK DRIVEN BY DUTY OVER DESIRE, YOU TAP INTO A RENEWAL ENERGY THAT IS MUCH DEEPER. CONCORDIA IS A DUTY-BOUND ORGANIZATION THAT WANTS TO MAKE THE WORLD BETTER”

GEORGE M. LOGOTHETIS,
CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF THE LIBRA GROUP &
CHAIRMAN OF THE CONCORDIA LEADERSHIP COUNCIL



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