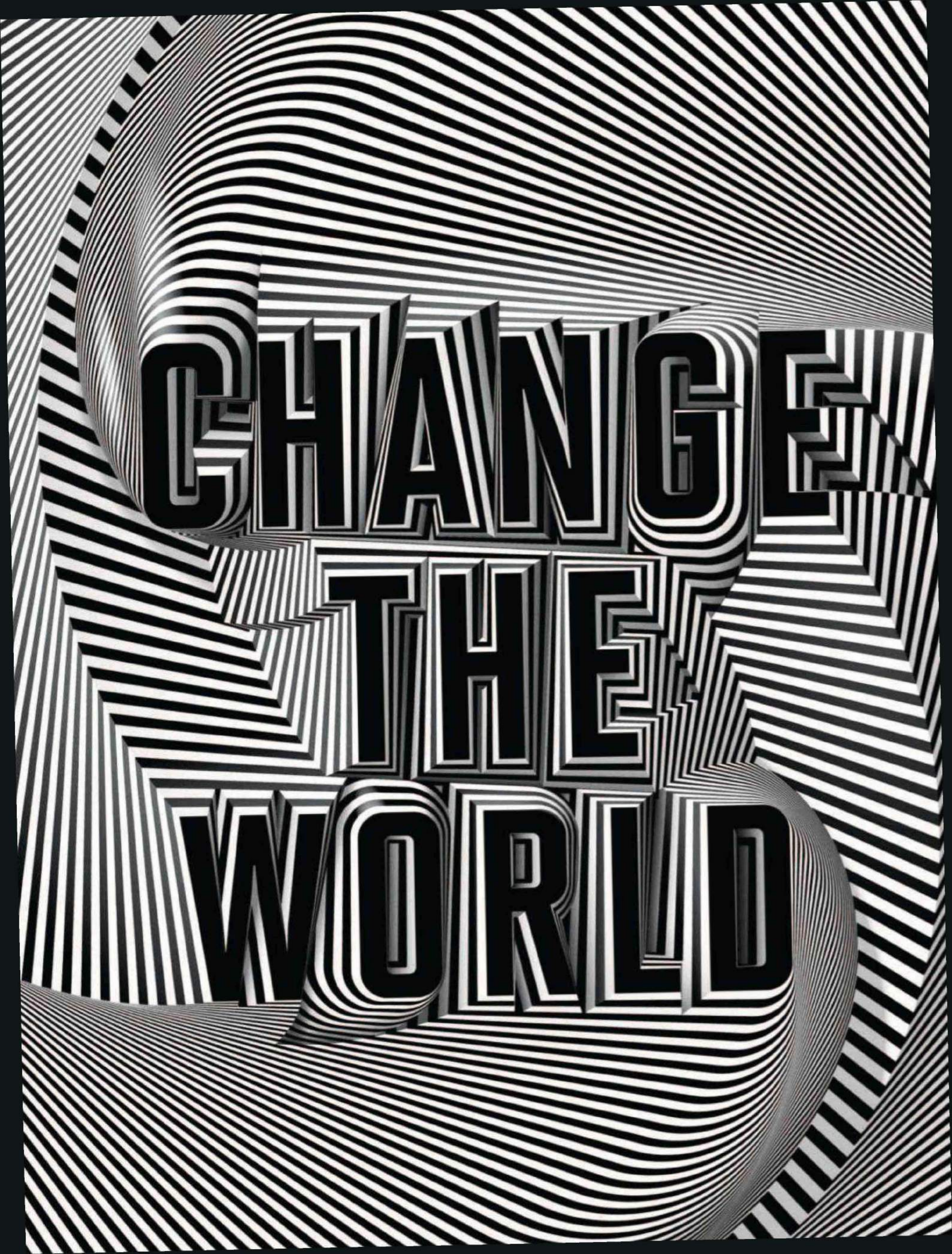


CHANGING
THE
WORLD



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▲ ILLUSTRATION BY
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WHERE THE PROFIT MOTIVE WORKS FOR THE PLANET.



ON MAY 3, REPORTS that a strange and frightening illness had struck more than 20 people in the village of Ikoko-Impenge reached health officials in the province of Équateur, on the western border of the Democratic Republic of Congo. By May 8, the Ministry of Health confirmed what many had feared: Ebola was back.

But this outbreak ran a different course than many of the previous ones across Central and West Africa. By mid-July it was over. Instead of more than 11,000 deaths—the grisly toll of the 2014–2016 epidemic in Sierra Leone, Liberia, and Guinea—this one killed 33 and never spread far beyond its immediate zone of infection.

There was much that was different this time around. Both local health officials and the World Health Organization had responded with lightning speed. And now there was something else to contain the spread: an experimental vaccine.

The vaccine, codeveloped by Merck, No. 2 on this year's Change the World list, kept Ebola in check through a protective ring of immunization, with health workers vaccinating virtually everyone who may have been in contact with a person infected with the virus. And while it's still too early to tell (and another outbreak has since begun), the new vaccine and immunization strategy may well be a turning point in the battle against one of the scariest diseases of the past century—and perhaps even give us clues to staving off other viral epidemics.

Merck's investment in the Ebola vaccine has been prodigious. The company tested it in the crucible of past outbreaks. And the production of each vial of this live attenuated vaccine, combined from the DNA of different viral components, is so complex that it takes a full year to complete, says Beth-Ann Collier, who heads up Merck's Ebola research efforts. But the drug giant isn't doing this out of charity. Rather, the company's vac-

cine business—which includes inoculations against pneumonia, shingles, and the cancer-causing HPV—had more than \$6 billion in sales last year. Even if the Ebola vaccine doesn't make gobs of money on its own, the knowledge gained from developing it should help inform R&D across the business.

Merck, in short, is doing what so many great companies do: trying to fix something that needs fixing and trying to turn a profit while doing it. Indeed, businesses around the globe manage to accomplish both of these things—they do well by doing good—every day, and often away from the headlines.

We at *Fortune* think that's a phenomenon worth exploring. So for the fourth straight year, with the help of our partners at the Shared Value Initiative, we've identified dozens of companies that are tackling public health, environmental, economic, or other societal challenges as part of their everyday operations (please see our methodology on page 64). The list, importantly, isn't about the charity companies give—and, no, we're not weighing corporations on some omniscient scale of good and bad. (We couldn't make that assessment if we tried.) *Fortune's* Change the World list, rather, is about solving problems through the only sustainable and scalable problem-solving machine we know of: business.

Back in 2015, when we started this effort, we thought we'd have a hard time finding 50 companies that fit the bill. This year we had so many worthy candidates that we stretched the number of big-company honorees, those with at least \$1 billion in annual sales, to 57 and included six rising stars as well. (To see alumni from years past, visit fortune.com.)

One of those rising stars has also helped, in a surprising way, to fight the latest Ebola outbreak—that's Chinese refrigeration company Aucma. One major challenge of Merck's Ebola vaccine is that it needs to be stored in ultralow temperatures (–60 degrees Celsius or less). The feat was nearly impossible to manage in remote parts of sub-Saharan Africa, where there's often no power grid to speak of—until, that is, a group of inventors at Global Good created a portable deep-freeze container called the Arktek, capable of storing hundreds of vials of vaccine anywhere.

So how does Aucma fit into this story? It manufactures the Arktek. —CLIFTON LEAF



1

RELIANCE JIO

Mumbai

Connecting tens of millions of Indians to the economic opportunities of the Internet, at rock-bottom prices.

IF ACCESS TO the Internet is a basic human right—and the United Nations declared it one in the summer of 2016—then Reliance Jio deserves more credit than most for expanding access to it. The telecom upstart, launched in September of that year by Mukesh Ambani, the chairman of Reliance Industries, likes to say it provides the public with “digital oxygen.”

Two years ago, there wasn’t much oxygen to go around in the world’s second-most-populous country. Mobile phones crawled on 2G networks, and consumers typically paid more than 200 rupees [\$2.88] for one gigabyte of data. India had just 153 million mobile Internet subscribers among its population of 1.3 billion. Enter Jio, with a speedy 4G network

[which it spent billions building out], free calls, and dirt-cheap data [as low as 4¢ per GB]. It has since issued a super-low-cost smartphone and is rolling out fixed broadband service as well. Reliance Jio, which says it’s profitable, has amassed 215 million subscribers in just 22 months.

The resulting “Jio-fication” has been nothing short of revo-



2: LINDSAY MACKENZIE—WHO

lutionary; with data use surging and Jio's competitors scrambling to match its offerings, the development has jump-started India's digital economy. The biggest winners are those in rural areas or of modest means—the farmers, students, and entrepreneurs who finally have in their hands the tool they need to participate in the modern economy.

↑
A store offering Jio products in Mumbai. Jio's offerings triggered competition that has slashed the cost of mobile data in India.

➔
A health worker at Itipo in the Democratic Republic of the Congo, where a vaccine developed by Merck helped stop an Ebola outbreak.

2

MERCK

Kenilworth, N.J.

Introducing a potent weapon in the war against one of the world's deadliest diseases.

THE TIMING WAS TRAGIC. Merck embraced a vital mission in 2014 when it began developing an Ebola vaccine in collaboration with Canada's public health agency and NewLink Genetics, not long after the deadly virus broke out in West Africa. Effective vaccines take months to create, and by the time V920 could be deployed, the disease had claimed thousands of lives.

But when the scourge rose again earlier this year, in the Democratic Republic of the Congo, Merck was ready. It shipped nearly 13,000 doses of V920 to the World Health Organization, which provided vaccinations to more than 3,300 people. The DRC's health ministry says no vaccinated people developed the disease—and with another outbreak declared in the eastern DRC in August, Merck's lifesaver is on the front lines once more.



CHANGE
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3 BANK OF AMERICA

Charlotte

Underwriting big innovations in green banking.

In 2007, even as the financial crisis began taking huge bites out of its balance sheet, Bank of America committed to lending, investing, and otherwise raising \$20 billion for low-carbon and sustainable business. It has since added \$125 billion to that commitment—and deployed \$96 billion—financing everything from green skyscrapers in Manhattan to cleaner cookstoves in Kenya. The bank helped invent, and now dominates, the market in "green bonds," which secure better financing for climate-protecting projects; green bond issuance soared from \$13 billion in 2013 to \$161 billion last year. *Fortune* takes a closer look at Bank of America's green innovations on page 80.

4

INDITEX

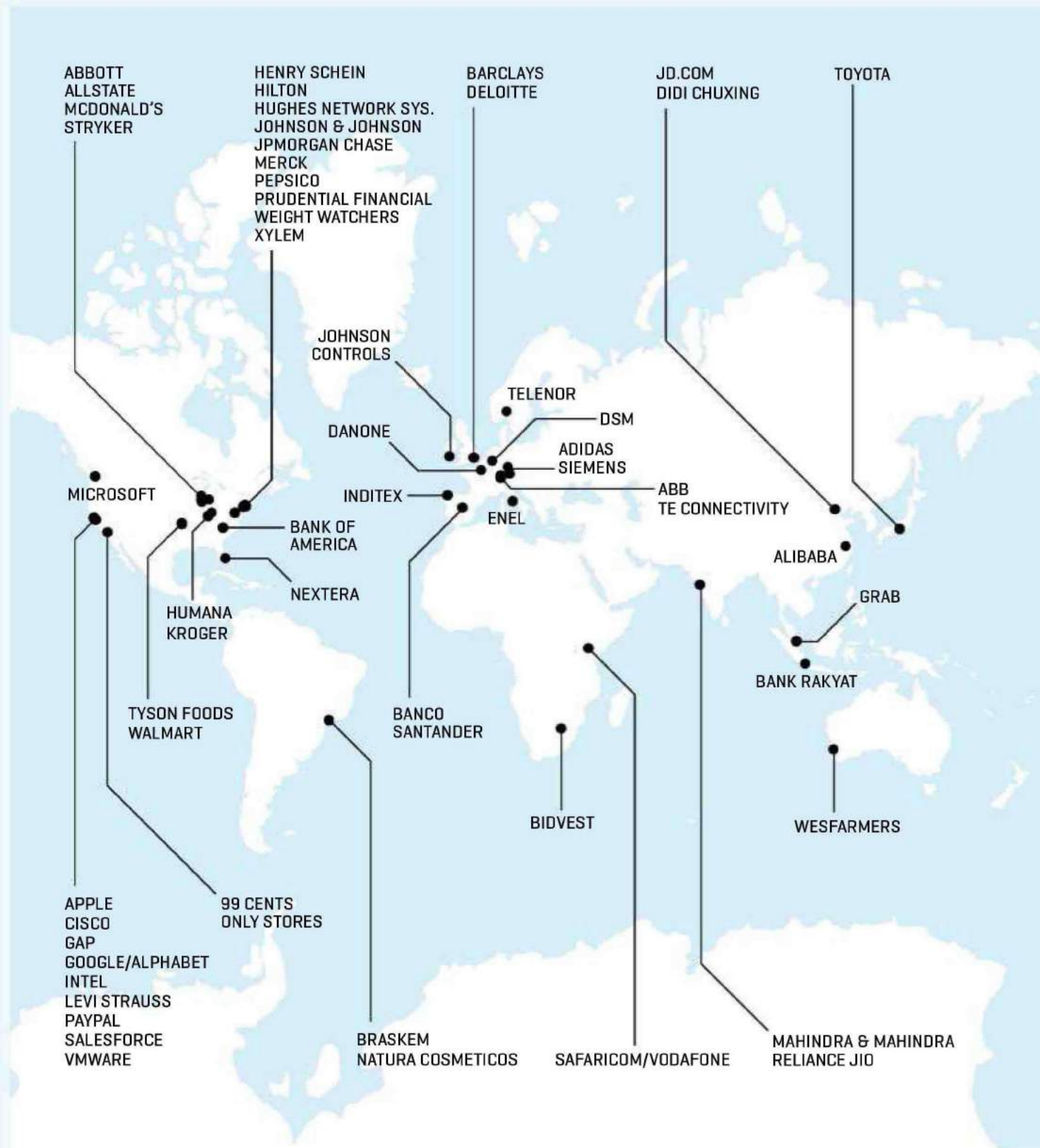
Arteixo, Spain

A fast-fashion retailer slows down to make time for worker well-being.



MINDFUL OF CONSUMERS' growing desire to know their clothes were made under safe working conditions, Inditex, the retailer and parent of fast-fashion chain Zara, has steadily shifted production to suppliers with stronger safety records. Last year, 95% of its products were made at those better factories, up from 80% in 2012 and well above industry averages. Acting ethically hasn't hurt the company financially; Inditex has posted 7% annual sales growth since 2012. The company also conducts its own training on worker safety, with an emphasis on educating women—85% of its factory staff—about how to recognize gender discrimination and defend their rights and their value.

↑ A worker at a clothing factory in Bangalore, site of one of Inditex's women's empowerment programs.



HOW WE

CHOSE THE COMPANIES

1

MEASURABLE SOCIAL IMPACT
We consider the reach, nature, and durability of a company's impact on one or more specific societal problems. [Companies with revenue of \$1 billion or more are considered for the main list.]

2

BUSINESS RESULTS
We consider the benefit the socially impactful work brings to the company. Profitability and contribution to shareholder value outweigh benefits to the company's reputation.

3

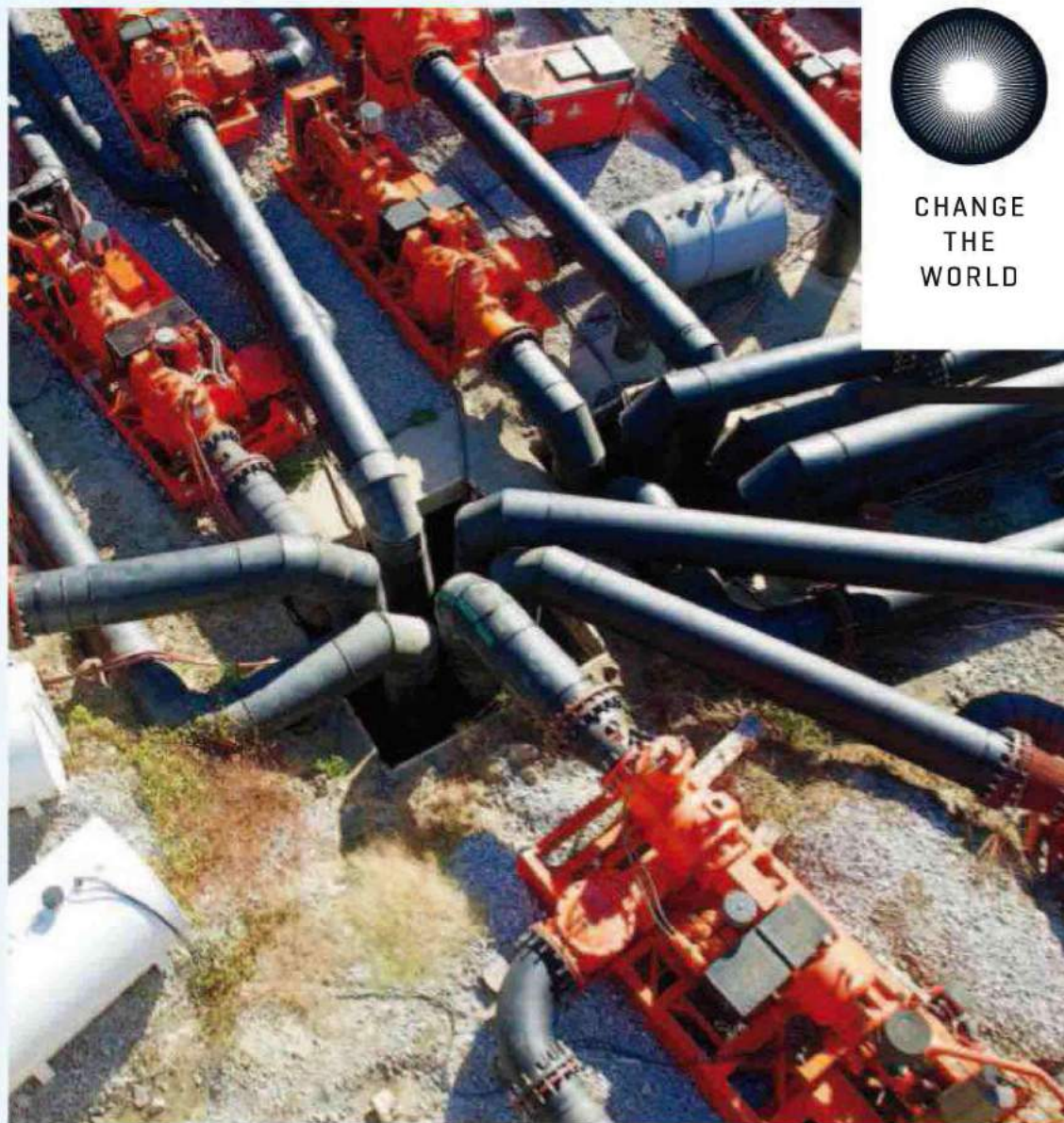
DEGREE OF INNOVATION
We consider how innovative the company's effort is relative to that of others in its industry and whether other companies have followed its example.

5 ALIBABA GROUP

Hangzhou, China

Steering opportunity to rural China.

Alibaba wants to drive money into rural China in a fairly literal way. Its popular maps service, Auto-Navi, launched a "poverty alleviation map" feature in Henan province this year, designed to entice day-trippers into remote countryside towns. It flags what facilities are available, helping local restaurants, gas stations, and shops draw customers and develop an online presence.



CHANGE THE WORLD

9 WEIGHT WATCHERS

New York City

Helping healthy habits take root.

Weight Watchers has built a \$1.3 billion business around the fight against obesity, emphasizing gradual, sustainable changes in eating and exercise habits rather than crash diets and packaged meals. The company has also successfully combated the stigma that keeps men away from weight-loss programs, in part by enlisting popular spokesmodels like producer DJ Khaled.

6 KROGER

Cincinnati

A huge grocer addresses a major food scandal.

Nearly half the food produced in the U.S. is thrown away, yet 40 million Americans go hungry. Grocery giant Kroger is tackling these issues simultaneously, aiming to eradicate hunger in communities where it operates and to eliminate internal waste by 2025. Last year it donated the equivalent of 325 million meals through a partnership with Feeding America; for 2025, its goal is 3 billion.

7 XYLEM

Rye Brook, N.Y.

Protecting and conserving something the world can't live without.

XYLEM'S STATED MISSION, to "solve water," is as broad as it is urgent: By 2025, roughly 25% of the world's population, or 1.8 billion people, are expected to be living in areas with absolute water scarcity. The \$4.7 billion firm, bolstered recently by a spree of "smart infrastructure" acquisitions, is working to tighten the pipes of the world's water supply, installing sensor-driven, software-enabled technologies that can reduce losses (which typically siphon off an estimated one in six gallons for municipal systems in the U.S. and up to 60% of supply in emerging markets). Xylem also works to treat wastewater more efficiently and helps cities cope with severe flooding and other water-related consequences of climate change. The company can help avert smaller-scale disasters too: Xylem's technical experts were on hand to engineer the pumping system that helped free the Thai youth soccer team trapped in a flooded cave this summer.

Xylem pumps at a sewer-main break in Memphis. The average U.S. municipal system loses one in six gallons of water.

8 ABB

Zurich, Switzerland

Helping drivers plug into a planet-friendly trend.

As electric vehicles have grown more popular, robotics maker ABB has installed over 7,000 fast charging stations worldwide—saving about 2 million gallons of gasoline over the past seven years. The charging business has posted double-digit annual revenue growth since 2015. Next up: a plan with Electrify America to place hundreds of charging stations in the U.S. in the next year.

10 HUGHES NETWORK SYSTEMS

Germantown, Md.

Rescue by satellite.

When Hurricane Maria hit Puerto Rico last year, the island's communications infrastructure was largely destroyed. Enter the Disaster Relief Support unit of Hughes, one of the world's biggest satellite operators. Hughes set up links that enabled doctors to arrange lifesaving hospital transfers and helped residents in some of the most damaged communities connect to the outside world.

11

DANONE

Paris

A global food giant aims to lead by example as a social-good-doing "B Corp."

EARLIER THIS YEAR, the French yogurt maker's \$6 billion-plus North American subsidiary became the world's largest B Corp, a status granted only to companies that meet a rigorous set of environmental, social, and governance standards. It was the latest of eight Danone's subsidiaries, covering about 30% of the business, to win B Corp certification, and CEO Emmanuel Faber vows it will be far from the last: He is aiming to make his entire \$28 billion enterprise a B Corp by 2030.

That will be no easy feat—B Corp standards are high, and the demanding certification process wasn't initially developed with publicly traded giants like Danone in mind, since they challenge companies to make binding commitments to put social good on par with profit. Faber says that challenge motivates his workers: The North American unit, for example, which enhanced its policies around supplier selection and improved its methods for measuring impact, sped through the certification process in one year [Faber had anticipated it would take three]. Faber points out that the journey has been good for business as well as society: The sustainability investments, for example, have reduced costs and helped Danone to negotiate friendlier borrowing rates. Overall, the company's profits more than doubled between 2014 and 2017, to 2.45 billion euros [\$2.8 billion].

To pave the way for other giants to strike the same balance—Faber reports lots of interest from CEO peers—Danone is working closely with B Lab to establish a better-fitting certification process for big public companies.



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↑ Even the fake trees are green: Lego is now making toys like these out of plant-based plastic from Braskem.

12 ALPHABET

Mountain View, Calif.

Flooding the zone with laptops for learning.

In a time of tight school budgets, cheap Chromebook laptops from Alphabet's Google unit accounted for nearly 60% of PC shipments to U.S. K-12 schools in 2017, according to Futuresource Consulting. And over 30 million students and teachers use Google Classroom software. The business isn't high-margin, but Google stands to benefit by ensuring the next generation knows its technology.

13 WESFARMERS

Perth, Australia

Jobs and aid for a neglected group.

Indigenous Australians are 13 times as likely as the nonindigenous to be unemployed. Wesfarmers, a huge retail holding company, is doing its part to rectify that. It employs about 4,000 indigenous people, and it partners with organizations focused on education and transition-to-work opportunities for those communities; it also finances indigenous public-art projects.

14

BRASKEM

São Paulo

Making "green plastics" with no fossil fuels, and helping the environment in multiple ways.

IN 2007, Braskem, a \$15.4 billion petrochemical firm (controlled by Petrobras and Odebrecht) announced that it had grasped a holy grail: green plastic, in the form of polyethylene made from sugarcane ethanol rather than fossil fuel. The process has environmental advantages: Because the cane crop captures CO₂, and its biomass powers Braskem's plant, it actually mitigates emissions. Braskem claims its annual output of 200,000 kilotons of green plastic results in an 850,000 kiloton reduction in CO₂. The bioplastic, while still a small part of its business, is now used by 150 eco-minded brands including Danone (for milk bottles), Grupo Bimbo (for Nutella bread bags), and Lego (for toys).

15 INTEL

Santa Clara, Calif.

Building better car-safety tech for a mass market.

Road-related injuries took 1.4 million lives in 2016. But crash-avoidance technologies could sharply reduce that toll, and Intel doubled down on that solution in 2017 by acquiring Mobileye, an Israeli company whose autonomous driving and anti-collision tech is installed in over 27 million vehicles. Intel aims to keep the technology affordable, pricing its collision avoidance system below \$1,000.



16 WALMART
Bentonville, Ark.

A fight to keep gases out of the air and garbage out of landfills.

THE WORLD'S LARGEST company by revenue does not want to be a top source of greenhouse gas emissions. So Walmart last year launched Project Gigaton, aiming to reduce emissions related to its operations by a total of 1 billion tons by 2030. It plans to achieve that goal by using more renewable energy and more recycled content in packaging, and urging its suppliers to do the same. It also aims to reduce the amount of food that ends up in landfills. By the end of 2017, Walmart said it had diverted about 78% of waste from its facilities that would have gone to landfills, thanks to recycling and other measures; it also cut waste in its grocery business. Such efforts don't just protect the environment; they also protect Walmart's operating margins.

Food banks like Feeding America work with Walmart to use groceries that would otherwise be wasted.

17 VMWARE
Palo Alto

A software innovation that quashes CO₂ emissions.

DELL TECHNOLOGIES unit VMWare's virtualization software grew popular with IT departments because it reduced the costs of running server farms. But the use of virtual machines also reduces electricity consumption, since not every user has to have his or her own dedicated hardware. In 2016 alone, virtualization lowered CO₂ emissions by roughly 76 million metric tons, according to IDC, equal to getting 15 million cars off the road. From 2003 to 2016, use of VMWare virtual servers saved a total of 415 million metric tons of CO₂, or almost half the pollution caused by U.S. household power consumption in a year.

18 JPMORGAN CHASE

New York City

New tools for small urban businesses.

Lending rules designed to curb risk can keep promising startups in low-income communities from getting financing. JPMorgan Chase has leapt that hurdle with its Entrepreneurs of Color Funds, which team with local nonprofits to steer funding to small businesses. Having proved the concept in Detroit, the bank this year set up new EOCFs in Chicago, the South Bronx, and the Bay Area.

20 JOHNSON & JOHNSON

New Brunswick, N.J.

Surgical innovation expands its reach.

Through its Johnson & Johnson Institute, the pharma giant has trained some 250,000 health care workers in India since 1993. The curriculum includes instruction in advanced techniques such as minimally invasive surgeries. That's a positive for patient outcomes in a country with a dearth of doctors and nurses—and a savvy strategic move, since the trainees learn to use J&J's tech.

22 HUMANA

Louisville

Taking on the social determinants of illness.

The health care system might work better if it did more to keep people healthy. Humana is testing that idea with Bold Goal, an effort to reduce "unhealthy days" among plan members by tackling hurdles such as loneliness, food insecurity, and transportation barriers. Humana has recorded health gains in Baton Rouge and New Orleans, among other cities, since Bold Goal launched.

19 SAFARICOM /VODAFONE

Kenya/U.K.

A pioneering service goes global.

M-Pesa, the pioneering money transfer service this duo launched in Kenya in 2007, now claims more than 30 million customers in 10 countries, mostly in remote areas far from banks. More than 8 million of those users are in India, where state governments are employing M-Pesa to pay pensions to rural retirees, eliminating the delays and crime risks that come with shipping cash.

21 NEXTERA ENERGY

Juno Beach, Fla.

A green-energy Go-liath bets on solar.

The huge utility, already the No. 1 producer of wind energy in North America, has been increasing its reach in solar. In March, the company struck one of the largest solar-panel supply deals in history, with JinkoSolar, agreeing to buy up to 2,750 megawatts of high-efficiency solar modules—some 7 million solar panels, enough to power hundreds of thousands of homes—over the next four years.

23 MAHINDRA & MAHINDRA

Mumbai

A lighter footprint for heavy industry.

This multinational makes potentially high-polluting equipment—cars, tractors, and other agricultural machines—but that hasn't stopped it from cutting its CO₂ output. Through a range of emission-busting measures (switching over to 100% LED lighting, for instance), it has shrunk its carbon footprint 44% in seven years. Mahindra was also the first to sell four-wheel electric vehicles in India.



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24 **APPLE**

Cupertino, Calif.

The world's most valuable company shares the wealth.

It would be pat, but true, to say simply that Apple has improved the planet by revolutionizing the way we communicate. Yet the decade-old iPhone changed human behavior, from facilitating computing on the go to sending instant messages in times of need.

Apple has reaped huge rewards in the process, including achieving a valuation of \$1 trillion. But it has generated plenty of wealth for others along the way: In June, the company announced that its App Store had generated \$100 billion for developers since its launch. Apple has taken principled stands on privacy, such as not selling access to its users' data. It is mindful, too, of its carbon footprint—no trivial matter considering its size.



25 **STRYKER**

Kalamazoo

A medical device maker aims to make hospitals and their equipment greener.

STRYKER'S SUCCESS in the medical device business has earned it a market capitalization of \$62 billion. Increasingly, it's using its reach as a supplier to hospitals to be an environmental champion. Through "Pulse Ox for the Planet," the company last year encouraged hospitals to collect rather than throw out more of its pulse oximeters, devices that keep tabs on your heart rate and the oxygen in your blood. [As part of its inducement, Stryker made a donation of thousands of trees.] Stryker has also gotten creative about environmentally friendly materials—for example, using soy-based oils to replace some petroleum-based ones in the "positioners" that help hospital patients avoid bedsores.

26 **DSM**

Heerlen, the Netherlands

A company with roots in coal mining and chemicals reinvents itself as a planetary problem-solver. Its next challenge? The world's overfished, polluted oceans.

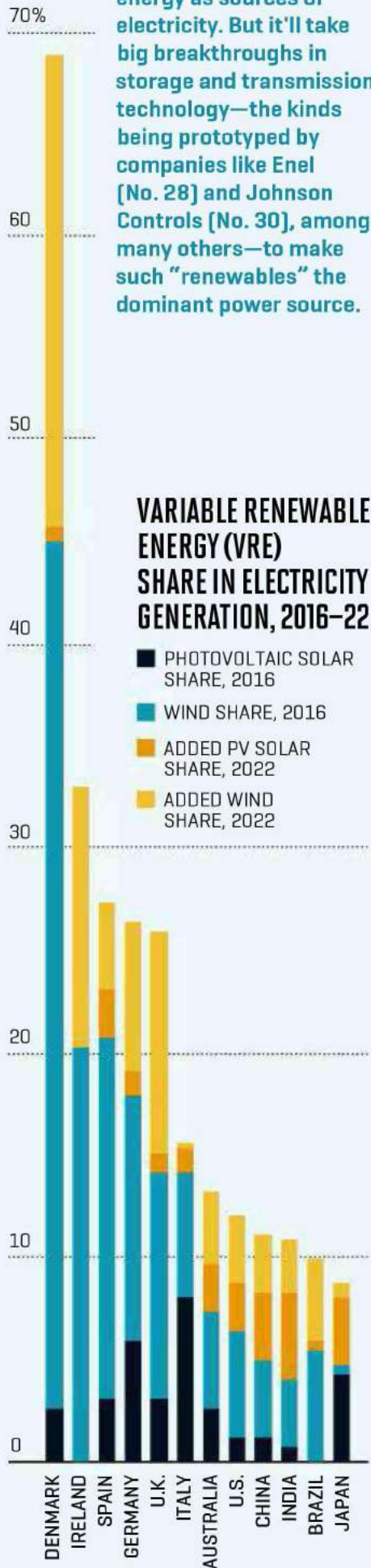
THE OCEANS ARE AILING, overfished, and overtaken in places by island-size masses of plastic waste. Enter the science-driven multinational DSM, which is betting big on innovations to protect the oceans. Its Dyneema-brand fiber—the world's strongest—is being used by the Ocean Cleanup, an organization that attacks trash drifts [in September, they're going after the Great Pacific Garbage Patch]. And a new venture aims to make aquaculture sustainable by using algae to produce omega-3 fatty acids. Previously that substance, a vital feed ingredient for farmed fish, could be sourced only from wild fish, and the harvest of omega-3 has played a big role in the depletion of the wild stock. DSM's sustainability-minded strategy has paid off for investors; its stock price has climbed 61% in the past five years.



Farmed salmon pens in Norway. Fish like these may soon be fed food with ingredients made from natural marine algae rather than sourced from wild fish.

Room to Grow

The world's major economies are rapidly adopting wind and solar energy as sources of electricity. But it'll take big breakthroughs in storage and transmission technology—the kinds being prototyped by companies like Enel (No. 28) and Johnson Controls (No. 30), among many others—to make such “renewables” the dominant power source.



SOURCE: IEA

27 SALESFORCE

San Francisco

A giving culture builds a tech-savvy generation.

The business software company is renowned for its giving culture (it gives 1% of equity, 1% of product, and 1% of employees' time to charity). Trends in hiring show how that giving flows back to strengthen the company: Salesforce has hired about 150 full-time staff to date from "Year Up," a tech-training program for underrepresented minorities that is one of its main philanthropic partners.

29 HENRY SCHEIN

Melville, N.Y.

Help for those who can't pay a dentist.

This dental supply company partners with dental schools to help patients in underserved communities worldwide, from a refugee camp in Kenya to a Jamaican beachside village. A related program, Give Kids a Smile, has provided care for more than 5.5 million children since 2003. The kindness gets rewarded: The company has seen a 10% sales bump from dentists who join the outreach.

31 TOYOTA

Aichi, Japan

Providing help for the elderly in a fast-aging society.

Toyota believes robots can do more than assemble Corollas and Camrys; it's building and investing in robotics to help the disabled and elderly. It has created a walking-assist system to help stroke victims or others with disabilities learn to use their legs again. Toyota also recently invested in Israel's Intuition Robotics, whose robots can remind the elderly to handle tasks like taking medication.

33 BIDVEST

Johannesburg, South Africa

Battling an unemployment crisis.

This conglomerate with stakes in financial services and freight hauling is tackling South Africa's youth unemployment rate (57%). In 2017, Bidvest spent \$42 million on skills development programs, focusing on the motor industry, management, and executive training. Much of the help went to black communities, where joblessness is severe; nearly 400 students have found work so far.

28 ENEL

Rome

Building a network of clean-energy innovators.

Italy's Enel is one of the world's top producers of energy from renewables—zero-emission sources account for 51% of its production. Now, through its Open Power strategy, it's sharing green tech and tactics with startups, industrial partners, universities, and others. Enel has launched 147 energy projects with startups, 39 of which scaled to industrial deployment in the past three years.

30 JOHNSON CONTROLS

Cork, Ireland

Making paradise even greener.

This tech giant creates energy-saving "intelligent buildings," and since 2010 it has been collaborating with the University of Hawaii on the nation's first 100%-renewable-energy campus system. Johnson Controls' solar-panel systems and battery storage now enable five of the 10 campuses to run on self-generated energy; the energy efficiency upgrades will save \$79 million over 20 years.

32 TE CONNECTIVITY

Schaffhausen, Switzerland

Vital electronics.

It's not a household name, but TE Connectivity is a \$13 billion company that supplies the world's largest auto-makers with electric connectors—vital components of any cleaner-energy vehicle. Its sensors help reduce pollution from diesel engines; they're also crucial to the operation of experimental green tech like hydrogen fuel-cell engines and electric long-haul trucks.

34 PRUDENTIAL FINANCIAL

Newark

Rescuing retirement for millions.

Private pensions are almost extinct in the U.S., but 1.4 million workers whose pensions were once in danger get paid today by Prudential. The insurer pioneered "pension risk transfers," taking over and managing the funds of overstretched companies such as GM and Motorola. Those companies come away financially stronger, while retirees get paid what they're owed—\$5.2 billion in 2017.



35

99 CENTS ONLY STORES

Commerce, Calif.

Bringing good, affordable produce to America's food deserts.

THE UNITED WAY estimates that 43% of American households can't stretch their income to cover a basic monthly budget (for housing, transportation, food, childcare, health care, and cell phone use). This California-based "extreme value retailer" serves that clientele—64% of its customers have an household income of less than \$50,000—and helps their money go a little further. The sub-dollar chain's 400 or so stores stock locally grown produce (see photo), often the perfectly good but imperfect-looking items that higher-end grocers reject. Just as crucially, they operate in areas often described as food deserts. It's a winning strategy for reducing food waste, meeting the needs of underserved customers, and doing business.

36 **GRAB**

Singapore

Leveraging the technology behind ride-sharing to become a banker to the unbanked.

SINGAPORE'S ride-hailing startup, now valued at \$10 billion, set out with the objective of making taxi services safer for customers, but it has also made business better for drivers. Over 2 million drivers across eight countries in Southeast Asia use Grab; according to the company, a survey found that its drivers earned 32% more per hour than the average local pay. The company has expanded into financial services, harnessing its data to offer insurance plans to its drivers, and using big data to generate credit scores and offer microloans. On a broader scale, its mobile payment app, GrabPay, allows users to make transactions and store cash virtually. In Southeast Asia, where roughly 70% of people are unbanked, solutions like this can be a vital lifeline.



CHANGE THE WORLD

37 **LEVI STRAUSS**

San Francisco

Taking caustic chemicals out of clothes making.

The venerable outfitter is making cleaner, greener jeans, cutting out harmful chemicals that have long been part of the production process. Rather than merely relying on government "do not use" lists, Levi Strauss since 2013 has screened the hundreds of chemicals in its supply chain to ensure their safe use. The company, which shares its findings with the rest of its industry, has so far scratched 50 agents from its dungaree-making "recipes" (it has cleared 500). The 165-year-old company has also turned to lasers to do the chemical-heavy finishing work that used to expose its workers to the most risk. That has made the process more efficient and the work environment safer.

38 **NATURA COSMETICOS**

São Paulo

Sourcing ethically from the Amazon.

This beauty-product maker was the first publicly traded company to certify as a B Corp. (See No. 11, Danone.) Today it's pursuing its mission by expanding its reliance on sustainable, ethically sourced ingredients from the Amazon. By 2020 it aims to build a network of researchers in that region and add over 10,000 small producers, including indigenous businesses, into its supply chain.

40 **BANK RAKYAT INDONESIA**

Jakarta

Big in microloans.

Founded in 1895, BRI today is both Indonesia's most profitable bank and the country's largest micro-lender. Its portfolio of loans to micro, small, and medium enterprises totals \$37.3 billion and accounts for 74% of its lending. BRI continues to push its frontier, dispatching banks-on-wheels and banks-by-boat to reach customers across the country's 17,000 islands.

39 **MICROSOFT**

Redmond, Wash.

Using A.I. and the cloud to enable the disabled.

Imagine existing in our touch-screen-driven world without the benefit of sight. Yet millions of people do—which is why Microsoft's embrace of accessibility is so important. In May it launched a multiyear project to harness artificial intelligence for accessibility. Researchers now get access to Microsoft's cloud-computing resources—which in turn expands the reach of that fast-growing business.

41 **ALLSTATE**

Northbrook, Ill.

Faster relief for storm-battered homeowners.

It's always a painful bottleneck: After a fire or storm, homeowners can wait for weeks for adjusters to verify damage so they can file insurance claims. Allstate and its in-house tech startup, Arity, are attacking the delay with "virtual inspections," using aerial imagery from satellites and drones to confirm damage from wind, fire, and hail. Customers get paid faster, while Allstate's processing costs drop.

42 BARCLAYS

London

Helping young job-seekers up the first rung of the ladder.

By 2020, the global economy will need hundreds of millions of new jobs to accommodate people who are currently unemployed—and many jobless don't have the skills to match those positions. Barclays, a bank that operates in more than 50 countries, is working to help younger job-seekers close that gap. Its largely web- and app-based LifeSkills program helps people develop basic skills (think listening, problem solving, and interview tactics). Connect With Work, launched last year, goes a step further by matching job candidates with motivation but little or no experience to employers who'll take a chance on them. The two programs are simple, but their reach is vast: Barclays says more than 2.1 million people used either LifeSkills or Connect With Work in 2017. And in the Asia Pacific region, Connect With Work helped secure jobs for more than 60,000 young engineers and recent university graduates.



43 CISCO SYSTEMS

San Jose

Extending tech education to millions.

In 1998, global enrollment at the Cisco Networking Academy was 27,129. In 2017 it topped 1.3 million. That soaring growth reflects a changing economy but also Cisco's deep commitment to workforce development. Students learn skills ranging from cybersecurity to networking and IT; 70% of those who earn Academy certifications go on to get new jobs, better pay, or new responsibilities.

44 TYSON FOODS

Springdale, Ark.

Rethinking how meat is made.

Tyson is rethinking what it means to be a meat company, by investing in disruptive but more sustainable food ideas: Its venture arm has backed Beyond Meat, which is replicating meat using plants, and two companies that are growing meat from cells. Tyson is also battling antibiotic-resistant bacteria by moving to eradicate such drugs from the supply chain of its chicken business.

45

JD.COM

Beijing

Using drones and robots to bring e-commerce to populations that couldn't be reached before.

CHINA'S RURAL POPULATION—around 589 million people—is larger than the entire U.S. population but constitutes an economy relatively untapped by e-commerce. JD.com is rectifying this by pioneering innovative delivery solutions for rural China. Most striking is its drone delivery program: To date, JD drone deliveries are servicing over 100 villages and have made more than 20,000 delivery runs. Ultimately, JD envisions combining unmanned planes and wingless drones to complete long distance and last-mile deliveries for rural areas. [It has also innovated in urban areas, with four-wheeled autonomous minicars that can avoid traffic and find uncongested routes.] CEO Liu Qiangdong claims that when the network is expanded nationwide it will save 70% on delivery costs. Those savings will benefit not just consumers but producers too, such as farmers who want to get their goods to urban markets quicker than trucking allows.

An unmanned robot delivers packages in Guiyang, China. Robots and drones have expanded e-tailer JD.com's reach.



CHANGE
THE
WORLD

46 HILTON

McLean, Va.

A smaller energy footprint for a big hotel chain.

The venerable hotel chain, which has more than 5,400 properties worldwide, welcomed 160 million guests in 2017. That's a lot of sheets to wash and mini-fridges to power. But Hilton generates 30% less carbon emissions and waste and uses 20% less water and energy, on a per-square-foot basis, than it did in 2008. Anchoring that achievement is an internal platform called LightStay that enables individual hotels' managers to measure their environmental impact and spot possible fixes; the platform has helped Hilton save about \$1 billion over the past decade through operating efficiencies. This spring, Hilton pledged to reduce water use and waste by an additional 50%, and CO₂ output by 61%, by 2030.



47

ADIDAS

Herzogenaurach,
Germany

Turning a seaborne menace into a million-selling product line.

REDUCING PLASTIC USE is laudable; finding clever, profitable ways to employ plastic waste is even more so. Adidas, the German athletic-gear maker, is a founding member of Parley for the Oceans, which brings together people and organizations to collaborate on protecting the seas. Its biggest inspiration: using plastic recovered from the ocean to make new iterations of its UltraBoost shoe. Adidas has now sold 1 million pairs of those shoes, priced at \$160 to \$200; each one reuses the equivalent of 11 plastic bottles. Other offerings made from ocean-retrieved plastics include soccer kits and hoodies. It adds up to a great example of doing well by doing good in retail—an environmentally friendly product line for a public that's increasingly sensitized to the dangers of plastic waste.



48 PAYPAL

San Jose

Helping small businesses get financing when banks aren't in the picture.

AMERICA'S LARGEST PLAYER in online payments [with 237 million accounts], PayPal is harnessing its huge scale to increase access to financial services for underbanked populations—and boosting the economy as a result. Over the past five years, for example, the company has loaned more than \$5 billion to 150,000 small businesses—especially those in regions that lost brick-and-mortar bank branches after the financial crisis—through its Working Capital offering, which lets borrowers pay back the money with a cut of their PayPal sales. It has also mobilized the generosity of its vast community, with \$8.5 billion donated to charity by PayPal customers and merchants in 2017.

49

SIEMENS

Munich

3D printing helps manufacturers test new products without creating new junk piles.

BUILDING PROTOTYPES for machinery takes a lot of time and creates a lot of waste. Additive manufacturing, a.k.a. 3D printing, reduces both, and Siemens, which makes everything from locomotives to medical X-ray machines, has embraced it avidly. Siemens says additive techniques have enabled its gas- and steam-turbine unit to use an average of 65% fewer resources in the production process. The company also sells software that helps customers reap similar 3D rewards.

A Siemens worker retrieves a metal component from a 3D printer.

50 MCDONALD'S

Chicago

Taking greenhouse gases out of the fast-food flow.

Want less guilt with your burger? McDonald's is working on it. The fast-food powerhouse has committed to reducing greenhouse gases related to its offices, restaurants, and supply chain—promising, by 2030, to cut that output by about a third from 2015 levels. The environmental impact would be massive: the equivalent of taking 32 million cars off the road for a year. It's also a symbolically important move; environmental advocacy organizations say McDonald's is the first restaurant group to set such a specific science-based target for reducing emissions.

To reach its goal, the company is doing everything from using LED lights to installing more energy-efficient appliances in its kitchens. And by 2025, all of its customer packaging will come from renewable, recycled, or certified-sustainable sources, and the company's goal is to recycle it all in its own restaurants.

51 TELENOR

Fornebu, Norway

A telecom company brings health care advice, by app, to a country where doctors and hospitals are few and far between.

TELENOR'S HOME COUNTRY is among the world's healthiest; now the company is helping to improve health in Bangladesh, where getting access to health care is difficult. Through Tonic, an app-based program aimed at subscribers of Telenor's Grameenphone service, some 5 million customers have signed up for benefits like the Jibon ("Life") app, which provides free information about maintaining a healthy, sanitary routine. Tonic Doktor ("Doctor") provides access to immediate medical advice by phone for a fee of about 6¢ per minute. Tonic also offers discounts on medical services and financial aid for hospitalizations.



A health care worker in Bangladesh registers a child with local authorities, using a birth-registration app developed by Telenor in collaboration with Unicef.



CHANGE THE WORLD

52 DELOITTE

London

A global consultant goes all in on "re-skilling."

Emerging technologies, including robotics and artificial intelligence, can displace even the most talented of workers. And for Deloitte, which helps Fortune 500 companies adapt to technological change, keeping its own staff of 265,000 professionals re-skilled is an existential priority. There are now six Deloitte University facilities worldwide, training 65,000 staffers each year, including thousands of new hires. [Deloitte brings on a new employee every 8 minutes.] Last year, that added up to a \$69 million investment, including 400,000-plus hours of skills development and teaching. And those skills benefit other companies when Deloitte trainees move on to new employers.

53 **DIDI CHUXING**

Beijing

Taking on congestion and pollution.

To solve China's endemic traffic problem, the ride-sharing company is working with local authorities on an initiative it calls Smart Transportation. Over 20 Chinese cities have adopted the program, which includes installing smart traffic lights and "reversible lanes" to improve flow during traffic peaks. In some locations, the system has reduced delays by up to 20%, an annual savings of 11.5 million commuter hours. This translates to increased turnover and revenue for Didi drivers, and a reduction in carbon emissions from idling cars.

54 **ABBOTT**

Abbott Park, Ill.

Training farmers to produce safer, healthier milk.

Abbott's \$7 billion nutrition business depends on a reliable supply of high-quality milk. Working with nonprofit Techno-Serve and Indian dairy firm Prabhat, Abbott is teaching Indian farmers, about half of whom are women, how to consistently produce such milk—and get fair prices for it. The program provides best practices in feeding and helps farmers improve their infrastructure. One year and 1,500 students in, farmer income has doubled, the volume of milk has nearly doubled, and its levels of nutrients are much higher.

55 **GAP**

San Francisco

Providing first jobs as a foundation for better, more secure futures.

RETAIL requires soft skills like decision making and time management that come in handy in any job. This Way Ahead teaches such skills to "opportunity youth" who are disconnected from work or school, by giving them first jobs at Gap, Old Navy, or Banana Republic. About 5,300 have completed it to date; for alumni, high school graduation and employment rates are significantly higher than their peers'.

Gap's This Way Ahead has trained thousands of at-risk teens in retail job skills.



Brenda Moore inspects potatoes at Black Gold Farms in Camden, N.C. Black Gold is one of the farms adopting cutting-edge techniques through PepsiCo's Sustainable Farming Program.

Breakdown Dead Ahead

Traffic and the pollution it creates are increasingly vexing global problems, and the congestion rate is rising faster in China's huge cities.

COUNTRY RANK	WORLD RANK	CITY	CONGESTION LEVEL	1-YEAR CHANGE
1	12	LOS ANGELES	45%	4%
2	30	SAN FRANCISCO	39	3
3	49	NEW YORK	35	2
4	53	SEATTLE	34	3
5	65	SAN JOSE	32	2
6	75	MIAMI	30	2
7	82	PORTLAND	29	3
8	89	HONOLULU	29	0
9	90	WASHINGTON	29	3
10	97	BOSTON	28	3

COUNTRY RANK	WORLD RANK	CITY	CONGESTION LEVEL	1-YEAR CHANGE
1	4	CHONGQING	52%	14%
2	7	CHENGDU	47	6
3	10	BEIJING	46	8
4	11	CHANGSHA	45	8
5	14	GUANGZHOU	44	7
6	15	SHENZHEN	44	7
7	16	HANGZHOU	43	5
8	18	SHIJIAZHUANG	42	6
9	22	SHANGHAI	41	5
10	23	TIANJIN	41	2

SOURCE: TOMTOM, BASED ON 2016 NUMBERS



CHANGE
THE
WORLD



56 **BANCO SANTANDER**

Madrid

Spain's biggest bank sows the seeds of its future with a bet on higher education.

ACCORDING TO the Varkey Foundation, Santander is the world's largest corporate contributor to higher ed. Through 2017, it has invested more than 1.6 billion euros [\$1.83 billion] in universities and awarded more than 39,000 scholarships; in 2017, it launched Santander X, a program to boost entrepreneurship at colleges. It's all a long-term bet to nurture future employees and future clients.

57 **PEPSICO**

Purchase, N.Y.

A food-and-beverage giant campaigns to lessen its products' impact on the planet through smarter farming and more conscientious recycling.

PEPSICO IS USING its massive purchasing and brand power to lighten the impact of what and how we consume. Through its Sustainable Farming Program, the snacking and beverage behemoth works with more than 40,000 growers in 38 countries to implement best practices like precision farming technology, which maximizes yields—all while using fewer resources. The move makes good business sense: In the U.S., sales of products with clear links to sustainability grew 5% last year. With a \$10 million investment, PepsiCo's foundation is also leading an industrywide initiative to reverse declines in household recycling in the U.S., with a goal of capturing 7 billion additional containers over the next five years.



CHANGE
THE
WORLD

DREAM BIG

Our Rising Stars list honors companies with less than \$1 billion in annual revenue that are having a significant world-changing impact. Some are upstarts, some are old hands, but all are having an outsize influence on their communities, their customers, and the planet.

—ERIKA FRY,
MATT HEIMER, AND
AARON PRESSMAN



DEXCOM

San Diego

THIS MED-TECH PIONEER is dedicated to helping diabetes patients better manage the chronic disease. Its continuous glucose monitoring system, which allows individuals (and their doctors and loved ones) to track blood sugar levels on a smartphone in real time, was the first of its kind to win FDA approval. This summer, the enormously life-improving mobile device became available to Medicare patients.

WARI

Dakar, Senegal

THE DECADE-OLD money transfer company has transformed life in West Africa. Its 200 million customers can go to one of its 500,000 outlets—in banks, shops, and freestanding kiosks, they're abundant even in remote parts of the region—and send money, for a tiny fee, from one mobile phone user to another. The fintech has facilitated the exchange of \$5 billion to date, helping innumerable families.

ETSY

Brooklyn

THE CRAFTSY E-COMMERCE SITE is associated with a proud amateur ethos, but it's also a launching pad for small entrepreneurs; 1.9 million active sellers sold \$3.3 billion worth of merch via the site last year. What's more, 87% of those sellers were women (as are 50% of Etsy's board and five of its top seven execs). Etsy hit a crucial milestone in 2017, registering its first profitable year since its 2015 IPO.

EF EDUCATION FIRST

Lucerne, Switzerland

AT A TIME WHEN GLOBAL TENSIONS are rising and cultural clashes are becoming more frequent, EF is spreading greater understanding across borders. The company started in the 1960s, taking Swedish high school kids to study English in the U.K. Today it's a Goliath with almost 50,000 employees across 55 countries, running trips for students, exchange programs, and foreign language schools.

AUCMA

Qingdao, China

VACCINES ARE LIFESAVERS—but they can go bad if they aren't kept cold. Aucma, a refrigeration company, is tackling that challenge by producing the Arktek PSD, a portable cooler invented by the nonprofit Global Good that can maintain temperatures of -60 degrees Celsius for up to six days. The Arktek helped curb an Ebola outbreak this summer; that won't be its last moment in the sun.

THRIVE GLOBAL

New York City

ARIANNA HUFFINGTON'S Huffington Post helped create today's digital culture; with Thrive Global, launched in 2016, she's helping us manage it. One of its products is already having an impact in this regard: The Thrive app, released last fall on Samsung devices, nudges users to turn off their phones and recharge themselves. Even mighty Apple has followed suit: In June, it unveiled software to do the same. ■