



# BOLD VISION BRAVE ACTION

## THE B TEAM STRATEGY 2025





**FOREWORD FROM THE CHAIR AND CO-CHAIR 04**

**INTRODUCTION FROM THE CEO 05**

**THE B TEAM JOURNEY 06**

**THE WORLD WE NOW FACE 07**

**HOW WE MAKE CHANGE HAPPEN 08**

**THE B TEAM PRIORITIES 10**

**DELIVERING ON AMBITION 15**

**MITIGATING RISK AND RAISING RESOURCES 17**

**MEASURING PROGRESS 18**



Founded in 2013 in the belief that the private sector can, and must, redefine both its responsibilities and its own terms of success, The B Team is a global collective of business and civil society leaders working to create new norms of corporate leadership today, for a better tomorrow. Together, these leaders are holding themselves and their peers accountable for a new way of doing business—one that measures success not only by financial performance, but also by the health of people and our planet—for the benefit of generations to come.

Seven years on, The B Team believes a new formula for leadership is needed if we are to successfully navigate the many challenges the world now faces. We need bold and brave leaders, willing and able to transform their own practices by embracing holistic leadership aligned with the principles of sustainability, equality and accountability.



# FOREWORD FROM THE CHAIR AND VICE-CHAIR

The single most important challenge today is to build an economic future that serves humanity, creating a future where people and our planet prosper.

As business and civic leaders, and as The B Team, we know how difficult it is for companies to stand up for their principles and truly live by them. But we also know it is essential. Business can and must be deeply engaged in shifting the status quo, proving that principles and profit go hand-in-hand and that humanity has to be at the core of purpose.

This five-year strategy offers an important inflection point for The B Team. We see it as an opportunity to set our ambition for a better world even higher.

We are honored to be a part of a strong, committed team, one that is determined to break with consensus thinking, be bold and brave and change 'business as usual.'

We hope our thinking and actions start a profound movement—where business and the economy are inclusive and strengthen societies around the world.



Paul Polman, Chair



Sharan Burrow, Vice-Chair

# INTRODUCTION FROM THE CEO

The world needs leaders with passion, courage and humility to tackle the most challenging issues of our times, those that will shape our tomorrow.

B Team Leaders are committed to this vision, ensuring that their own organizations lead by brave action. We hope this B Team leadership inspires others to join our quest and co-create a future that better serves humanity.

We seek to amplify the powerful voice of our B Team Leaders to mobilize much needed transformation across business and politics. We advocate for bold solutions for the economic, social and human challenges that face us today, from the climate crisis to the crisis of inequality to the dearth of public trust in government and business.

The B Team Compass sets out the type of leadership that is now urgently needed for business to play a crucial role in co-creating a better world. Our Compass reflects our three core principles of sustainability, equality and accountability, which unify our efforts, shape our strategy and provide a framework for our actions in the years to come.

On behalf of The B Team executive, we look forward to collaborating with multiple stakeholders on this important agenda—and to reporting back to you on our progress.



Halla Tómasdóttir, CEO & Chief Change Catalyst



# THE B TEAM JOURNEY

**WHEN THE B TEAM WAS FOUNDED IN 2013, WE IDENTIFIED A RANGE OF CHALLENGES THAT NEEDED TO BE ADDRESSED TO END ‘BUSINESS AS USUAL.’ WE THEN SET OUT A VISION AND MISSION TO TACKLE THEM.**

**OUR VISION** of the future is a world in which the purpose of business is to become a driving force for social, environmental and economic benefit.

**OUR MISSION** is to catalyze a movement of business leaders driving a better way of doing business for the wellbeing of people and planet.

We are proud of our contribution over the last seven years. We have advanced our mission on many fronts, from crucial and ground-breaking company commitments to responsible tax practice and net-zero emissions by 2050 to leading the call from business to end anonymous companies. But the world has changed—and the urgency of the challenges facing us is even greater. Solutions now require fundamental shifts to the way we do business and define economic success. Not only must we become five times bolder in our own leadership, but our aim must be to have an impact not only on the root causes of “business as usual,” but on fundamental systems change.

Looking at the world in 2020, we must address the failures that have led to us facing a planet that is burning, a broken social contract and very low levels of trust across societal institutions.

Nothing can be more important than building an economic future that serves humanity. As leaders with influence, we want to bring our vision to life. People’s lives and the planet depend on all of us changing—and changing the system that governs our economy.

The purpose of this five-year strategy is to set out: 1) our collective vision for a world where business is a driver of a positive systemic transformation and 2) the key approaches we will take to achieve this shift.





# THE WORLD WE NOW FACE

As we face the challenges of the 2020s, our work takes on even greater urgency, which is now heightened by the social, economic and political impacts of the COVID-19 pandemic. This crisis has exposed the depths of the fractures in our systems and the need to rebuild with the strong social contracts and resilience required for an inclusive economy. Our role in helping to build back better is growing increasingly important. There is no time to lose. The world we now face is changing rapidly—shaping and driving the scale and speed of our overall efforts and ambition.

## 1. The economy is serving too few, and inequality is rising

The world's wealthiest have made disproportionate gains, leading to sharper inequalities. Business, once trusted more than government, has also suffered a crisis of confidence among the public. Surveys show that most people do not feel the system is working for them or meeting their needs. Without addressing these divisions in our responses to the current crises we face, we risk widening them and fracturing trust even further.

## 2. Government is distrusted and multilateralism and democracy are seen as broken

Many political leaders, leading governments and institutions have lost their common lens, increasingly rejecting the need for multilateral solutions to challenges facing our world. Populist regimes preach nationalism and nativism. With countries closing both literal and diplomatic borders in response to the COVID-19 pandemic, these ideologies could gain ever greater traction. Public trust in politicians and parties is at an all-time low. Politics risk driving ever wider schisms in society, by marginalizing the vulnerable and ignoring the deep conflicts of interest and corruption that plague the elites in so many countries.

## 3. Mass migration and urban growth place enormous stress on infrastructure and institutions, threatening traditional views of citizenship and sovereignty

Mass migration as a result of climate change, civil unrest and poor economic opportunity has brought contentious questions about citizenship, borders and sovereignty to the fore, igniting political tensions and xenophobia. Many systems are ill-prepared for the practical challenges of integration, from schooling to housing to jobs. As migration swells cities most of all, they struggle to absorb this growth.

## 4. New technologies are changing our sense of safety about our lives and our futures

Artificial Intelligence, digitalization and the ever-presence of social media are driving us at wild speeds into a virtual collision with the humane and ethical use of technology. While there are real innovation and advancement opportunities in data and internet use, the rights of people and ethical frameworks for governance are at stake. We need more certainty that technological advances are in the service of humanity, including enhanced rule-making about who controls information, how it is safeguarded and how it is used.

## 5. Cultural norms and values are rapidly shifting, upending established power structures

Expectations across society are changing. What was once considered courageous and bold action is now what people widely expect—especially amongst Millennials and Gen Z. Social media has allowed citizens to see themselves as the greatest driving force of change. Leadership amidst these shifts means answering the calls of these communities.

## 6. Governments are plagued by persistent corruption, undermining the rule of law and deepening the crisis of trust

Feelings of mistrust in government have been reinforced by a steady stream of corruption cases at the highest levels—and global health and economic recovery efforts could further these practices. Corruption has been increasingly exposed by data leaks and whistleblowers, underlining that the system to prevent and detect malfeasance is broken. Impunity has only reinforced distrust of institutions, deepened political apathy and polarized both politics and society. People have taken to the streets around the world, but in very few places has this reformed the system.

## 7. The climate crisis and biodiversity loss are accelerating the collapse of natural systems, exacerbating inequality

We are facing a climate emergency, with the knock-on effects accelerating biodiversity loss and ecosystem decline. The most vulnerable people everywhere are at risk. A just transition to a stable net-zero emissions economy by 2050 is critical to avoid the most catastrophic physical and transition risks. There are economic and innovation opportunities in responding to this crisis in tandem with the COVID-19 and inequality crises—and tremendous risk in moving too slowly.

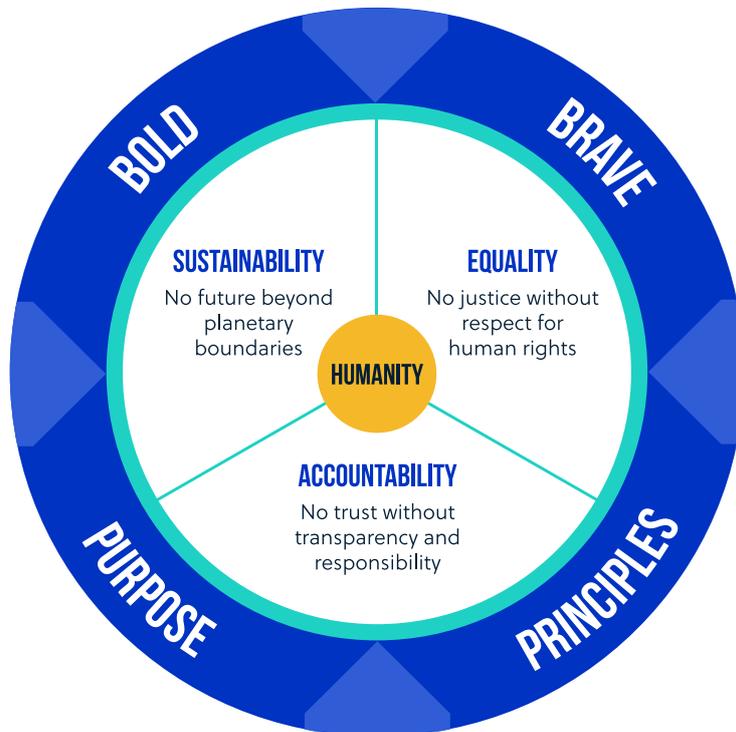


# HOW WE MAKE CHANGE HAPPEN

Courage and accountability in leadership are at the heart of how we make change happen.

Real change can happen in our economies when business leaders raise their ambition—and hold themselves accountable for delivering positive outcomes for society. As The B Team, we have assembled a group of leaders with unique credibility to put forward an alternative model of bold and brave leadership, embracing not only purpose, but also the principles of sustainability, equality and accountability.

**THE B TEAM COMPASS ANCHORS OUR EFFORTS BY ENABLING US TO NAVIGATE TODAY'S COMPLEX WORLD AND ENSURES THAT THE B TEAM PRIORITIES ADVANCE OUR CORE PRINCIPLES OF SUSTAINABILITY, EQUALITY, AND ACCOUNTABILITY, WITH HUMANITY AT THE HEART OF OUR EFFORTS.**



The B Team’s approach is based on a model of business engagement that leverages a diverse set of influencers to advance changes in business policy and practice. Delivering change in their own companies and organizations, The B Team Leaders demonstrate new norms of corporate leadership in action. These Leaders give policymakers courage by increasing private sector ambition. This in turn contributes to

overall systems change, based on strong alignment of business with societal and planetary needs. For The B Team, bold ideas at the vanguard of corporate action are critical to this model, creating a virtuous circle of ambition and change.

The B Team is unique in its ability to leverage business perspectives and actions that are at the tip of the spear, driving business to move ahead.

The B Team can act more swiftly and ambitiously than many business networks and is often called on to add business voice and leadership to cutting-edge collective action efforts.

The B Team works with a wide range of partners and alliances. We believe in creating a movement that supports new ways of thinking and a new role for business. We also recognize that business alone cannot “fix” things, but believe that business has the power to contribute to positive outcomes for people and the planet, especially when collaborating with a wide range of stakeholders, such as civil society, government, academia and the media.

The B Team often acts as a bridge organization between companies or company networks, on

the one hand, and civil society and government on the other. In this role, we function as a trusted convener, cultivating networks of companies who are willing to lead by doing and catalyzing business engagement in advocacy efforts. We do this by raising awareness on issues, helping scale new and transformative solutions, and advancing thought leadership and best practice that support long-term benefits to society—through economic systems change.

Our work involves the following approaches, visualized below. Some are undertaken simultaneously, often carried out in succession, but all aimed to deliver on our priority of an inclusive economy by 2030.

## THEORY OF CHANGE

### CREATING BOLD SPACE

to pursue new vision.

### BUILDING COALITIONS AND PARTNERSHIPS

to mobilize a movement.

### LEADING BY EXAMPLE

to build credibility.

### PROVIDING POWERFUL VOICE

to amplify B Leadership and vision.

### REDEFINING SUCCESS

to embed systems change.





# THE B TEAM PRIORITIES

The overarching priority for The B Team through 2025 will be to shape an inclusive economy. For The B Team, building an inclusive economy is about delivering positive impact to people, through decisions that are shaped by business and government. As we see it, an inclusive economy is focused on humanity's needs. It reflects public trust, common values and societal sharing.

Our aim is to bring an inclusive economy to life through company action, cultivating a new vision for leadership and advocating for fundamental shifts to the rules of the game.

We will build this new economy by modeling the change we seek. We will weave together our existing efforts—on climate, workplace equality and governance—to mutually reinforce one another and deliver a bold, integrated vision, backed by meaningful action from a growing movement of business leaders. We will add to these programs to address other urgent gaps and opportunities that help us achieve our inclusive economy goal.

Our aim is nothing less than putting humanity at the center of business purpose—and, together with others, we want to drive concrete action toward that end.





# INCLUSIVE ECONOMY 2030

People everywhere deserve the opportunity to build and lead their lives in decency, security and prosperity. All people—not just the few—must benefit from economic growth. The public is calling for this. The well-being of future generations depends on it. And business has the power to drive it.

Changing business is key to achieving this priority, but change in public policy and public sector leadership will also be critical. Taken together, this new and urgent drive to make the economy work for people will contribute to forging a new social contract, in which government, business, and those they serve and employ, benefit from well-articulated rights and responsibilities. Overall, The B Team seeks to help drive systems change to refocus the economy on humanity's well-being.

Our vision of an inclusive economy aligns fully with the 2030 objectives set forth by the United Nations in the Sustainable Development Goals. For this reason, The B Team has set its ambition on measures that can build a more inclusive economy by 2030. We believe an inclusive economy will bring with it a new definition for success in business. It will encourage long-term solutions in finance and investment. It will create new norms around a broader bottom line. Company results will need to reflect all elements that drive an inclusive economy, which means taking account of environmental, social and governance metrics alongside financial results. Companies and markets will measure and report on what matters—and what can benefit—all stakeholders in a society. In this way, business will be a catalyst for the inclusive economy.

Our inclusive economy priority will build on and enhance the deep foundation of work B Team Leaders have championed in the

areas of workplace equality, climate and governance. It will drive coherence to existing B Team programs. It will also point us toward new programmatic opportunities through which business can deliver prosperity in a healthier, cleaner and fairer world.

## OUTCOMES BY 2025

Inclusive economic growth takes better account of people, with wealth gaps falling and diversity growing inside business, including at senior levels. Business leaders, boards and investors focus increasingly beyond financial results to impacts on society. Incentive structures are being redesigned to benefit all stakeholders. Overall business leadership and action is acknowledged as a successful driver toward an inclusive economy by 2030.

## WHAT WE WILL DO TO GET THERE:

- Promote and pursue business leadership that embraces inclusive and long-term economic growth.
- Model the change in business and build a movement of transformative leaders.
- Drive the integration of environmental, social and governance criteria into risk assessment and performance metrics, making them central to business health.
- Widen business understanding of who is relevant to the business model and support a culture of engagement among stakeholders.

**TO CONTRIBUTE TO A MORE INCLUSIVE ECONOMY, WE WILL INTEGRATE AND BUILD UPON EXISTING WORK, PROVIDING A CRITICAL BASIS FOR OUR AMBITION.**



# WORKPLACE EQUALITY

Gender-balanced, diverse and inclusive workplaces, a robust human rights regime and the provision of living wages are all essential elements of an inclusive economy. Simply put, for an inclusive economy to truly benefit everyone, businesses must enable the full potential of all people at work. Companies must put respect for human rights at the heart of business, alongside the drive for diversity and shared prosperity.

Despite significant efforts to advance equality of opportunity in the workplace, progress has stalled and, in some cases, even regressed. The B Team will shine a light on how positive changes to corporate culture, including proactive efforts to create gender-balanced boardrooms and leadership, can shift norms in business and our economy and help drive greater sustainability and profitability in the long term. Through 2025, The B Team will lead efforts for business leaders to commit to fostering inclusive and fair workplace cultures, from the supply chain to the boardroom, with a focus on how gender balance and diversity are key drivers for innovation and a new vision for effective business leadership.

The B Team's Equality Principles offer a holistic framework on human rights, diversity and shared prosperity. We will create a movement of business leaders across all industries who agree to advance these Principles and ultimately aim to raise the bar for how the "S" in ESG is defined, measured and understood.

## OUTCOMES BY 2025

Gender balance, fair work practices and diversity are measurably advanced throughout business. Corporate cultures and leadership values routinely display efforts that ensure equality in the workplace is a standard operating principle. Pro-equality government policies around gender, inclusion, and workplace-related human rights issues have been established and are enforced.

## WHAT WE WILL DO TO GET THERE:

- Deploy The B Team to ignite CEO activism around gender, diversity and inclusion in business leadership.
- Shift the narrative so that gender balance, diversity and inclusion are levers for solving the intersecting crisis of conformity in leadership, climate change, inequality, corruption and good governance.
- Equip a network of business leaders with the knowledge and tools they need to deliver gender balanced, diverse and inclusive corporate cultures and advocate for appropriate policy changes required to close the gender gap in leadership.





# CLIMATE+

A core tenet of an inclusive economy is that it is regenerative of Earth's natural systems. Making an inclusive economy a reality requires a just transition—to ensure all life thrives and no one is left behind. Over the next five years, The B Team will expand its call to action on climate to Climate+, with the “plus” an acknowledgement of the interconnected nature of biodiversity loss, climate change and resource consumption.

Humanity is living beyond our planet's capacity. We have exceeded planetary boundaries and reached dangerous emissions levels, unprecedented biodiversity loss and unsustainable extraction of natural resources. An inclusive economy must be designed to operate within planetary boundaries and to create regenerative growth that values environmental externalities. People depend on nature for all aspects of life. The B Team believes that business has a responsibility and an opportunity to reset our relationship with the natural world.

For more than five years, The B Team has lent its voice to combat the climate crisis, with a clear call to action for a just transition to net-zero greenhouse gas emissions by 2050, in line with a 1.5-degree trajectory. Over the next five years we will broaden this campaign to net-zero+, looking at net-zero greenhouse gas emissions, net-zero species loss and net-zero waste.

Today, all parts of society are stepping up when it comes to climate—with business often at the forefront of this movement. We need a coalition of businesses to take a broader view—to stop the devastating loss of habitat, extinction of species and irreversible disruption to natural systems needed to hold us accountable for economic growth that is grounded in the principles of sustainability and equality.

## OUTCOMES BY 2025

Net-Zero by 2050 and 1.5°C are accepted globally as the required level of ambition for countries and corporations. This ambition is reflected in a ratchet up of country NDCs, promotion of nature-based solutions and corporate target setting.

## WHAT WE WILL DO TO GET THERE:

- Gain political and corporate commitment to 1.5-degree targets, a just transition, nature-based solutions and net-zero emissions by 2050.
- Cultivate leaders focused on sector-level solutions and innovations in products and services that enable exponential transformation.
- Cascade net-zero goals and ambition, using the Net-Zero team to drive broad adoption of net-zero by 2050, just transition and 1.5-degree goals.





# GOVERNANCE

Good governance and transparency are cornerstones of an inclusive economy. They are critical to building trust in business and public institutions—creating accountability across the economic system. They are also essential to tackling corruption and inefficiency, developing sustainable infrastructure and sustaining the rule of law that protects fundamental human rights.

Over the next five years, The B Team will focus on advancing strong accountability systems within companies to help increase trust. We will promote transparency in corporate structures and governance, commitments to responsible corporate tax and the ethical and humane use of technology. Underlying this, we will strengthen business leaders as they contribute to an enabling environment for civic freedoms that benefits business and people and helps protect the rule of law.

For business, achieving strong corporate governance is critical as it demonstrates a healthy model that is suited to mitigating risk, navigating conflicts of interest and operating with a long-term stakeholder focus. As we see it, responsible corporate tax practice and enhanced transparency in corporate structures, contracts and government engagement are also crucial for business to build trust among employees, consumers and citizens. Yet business acting alone to strengthen governance is not enough: government, too, must increase openness and embed accountability mechanisms, to serve the needs of society. Here, too, business can play a role.

Pursuing transparency mechanisms is also a means to better governance of the public sector. The B Team focus is on building robust accountability systems. Without them, corruption and poor governance will leave people deprived of critical social services, well-functioning infrastructure and fundamental

human rights protected by the rule of law. Not only does poor public sector governance undermine the operating environment for business, it undermines the ability of the economy to serve people, which is at the heart of inclusive economic growth.

While many governance reforms start with government, business can be a force for positive change by promoting government innovation, use of technology and open data to create an environment where both business and society thrive. Indeed, business is well-placed to drive policy that addresses weak governance and corruption as well as the underlying systemic failures that make them all too prevalent around the world.

## OUTCOMES BY 2025

Accountability in governance has been embedded in corporate culture and practice, with companies motivated to adopt transparent, participatory practices that reflect a commitment to the values of the inclusive economy.

### WHAT WE WILL DO TO GET THERE:

- Advance corporate transparency as a norm—to end anonymous companies and as part of a framework of best in class corporate governance.
- Grow business support for responsible tax practices.
- Drive business action in support of civic freedoms and rule of law.
- Examine the ethical use of information and technology within an accountability agenda.

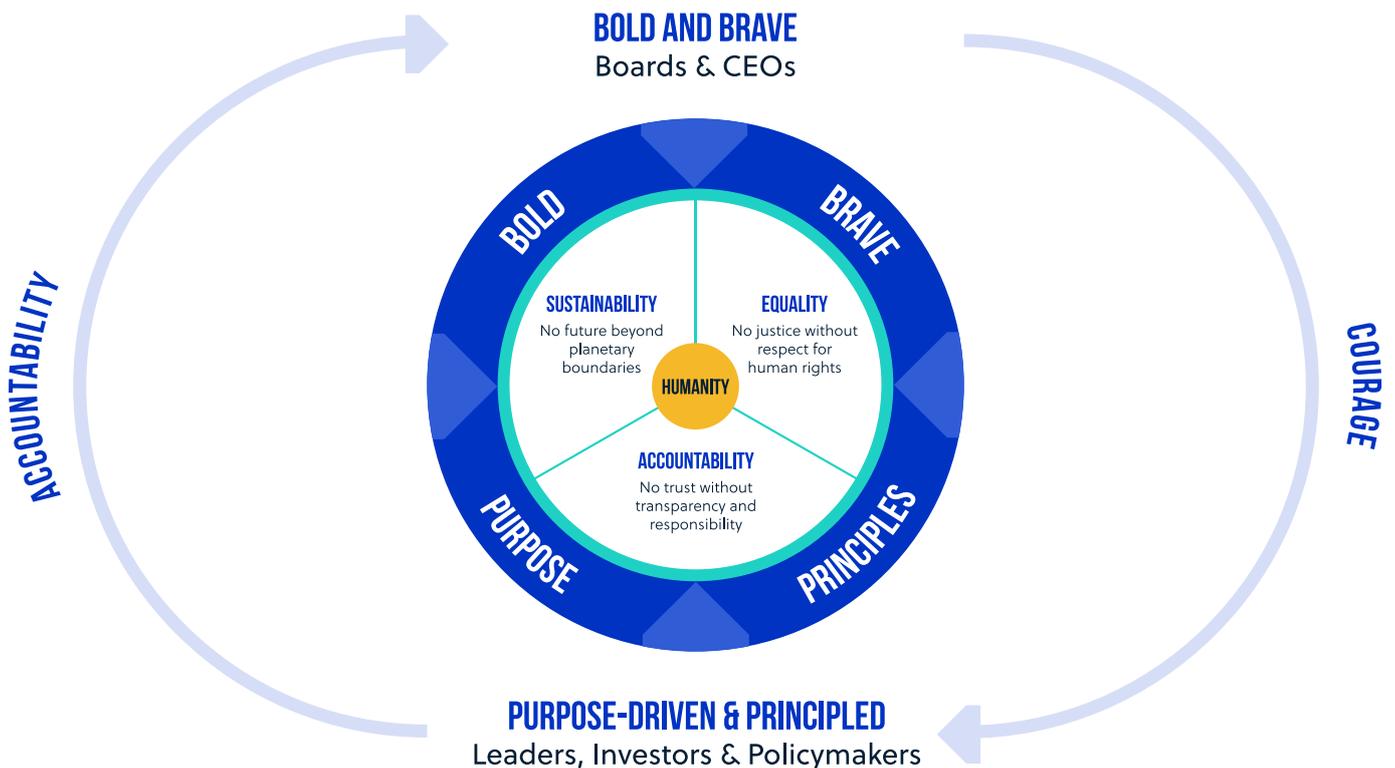


# DELIVERING ON AMBITION

To pursue our priorities, we will implement more nimble and collaborative ways of working across The B Team. Our executive team is distributed, based in Berlin, London, Nairobi, New York and San Francisco. This relies on flexibility and a strong trust culture to span the cultural and geographic divides. To help achieve this, we are re-imagining our organizational structure and culture, our roles and ways of working. The executive team has adopted purpose-driven

job descriptions, collective objectives and is embracing a cross-functional and agile team approach to our work.

At the heart of this new approach to organizing ourselves is the recognition that we require holistic thinking to best serve our goals. This requires us to co-create in novel ways—together with key stakeholders and audiences.



Our work will be organized around target audiences (Bold Boards and Brave CEOs), important enablers (Purpose-Driven Investors and Principled Policymakers) and key campaigns. This approach ensures that The B Team remains focused on the key areas

where we can make an impact in support of an inclusive economy, emphasizing audience in our approach to creating change. This model also encourages a people-centric approach to systems change.



# THE B TEAM DASHBOARD

## DRIVING TOWARD AN INCLUSIVE ECONOMY BY 2030

		CLIMATE+	GOVERNANCE	WORKPLACE EQUALITY	SYSTEM IMPERATIVES
AUDIENCES	BOLD BOARDS	Embrace climate+ competency and a regenerative purpose.	Embrace transparent and effective governance.	Embrace boards that reflect the world we live in.	Stakeholder governance.
	BRAVE CEOS	Committed to a just transition to net-zero+ by 2050.	Committed to transparent governance disclosures including ownership and tax.	Committed to Equality Principles and gender-balanced leadership.	Leading for the long-term.
ENABLERS	PURPOSE-DRIVEN INVESTORS	Value TCFD & EP&L (E).	Value expanded risk assessment and good governance (G).	Value diversity, human rights and shared prosperity metrics (S).	Measuring what matters (ESG).
	PRINCIPLED POLICYMAKERS	Implement national policies aligned with a just transition to 1.5°C and a Global Deal for Nature.	Implement public beneficial ownership registers, a new global tax regime and related policies that require corporate accountability.	Implement policies on gender, inclusion, diversity and supply chain transparency.	Global policy framework that aligns incentives with inclusive economy outcomes.

Our dashboard captures our work holistically and describes the impact we set out to achieve in the next five years. It is meant to help us drive more integrated programming and the principled leadership that The B Team Compass promotes. Fulfilling the ambition

of the dashboard will help us be more effective in creating synergies and driving the systems change that is needed to achieve more inclusive economic growth and greater well-being for people and communities.



# MITIGATING RISK AND RAISING RESOURCES

There are countless risks ahead as current times call for leaders to “think the unthinkable.” We have to acknowledge that the road is long and many companies (and others) are only beginning this journey. While The B Team aims to provide holistic and transformative leadership, we are operating in an environment that rewards business as usual. We will mitigate this with courage and conviction and demonstration that change is not only necessary but also possible and positive.

We must also overcome decades of mistrust—among business, government, civil society and citizens. Bringing these groups together is central to The B Team’s approach. The B Team is at its best when we collaborate and convene, specifically when we provide trusted spaces for different stakeholder groups to come together to engage meaningfully with the critical issues of our time.

Finally, we cannot drive the scale of change

needed without bold and ambitious leadership by governments. Policy shifts to drive improved governance and accountability measures, enforce climate action, and respect and protect human rights, will be essential to building an inclusive economy. The B Team works with a wide range of partners, including civil society and policymakers, to support a virtuous cycle of leadership to help increase political ambition for systems change.

In addition to addressing external risks, we also seek to address internal risks and challenges, which includes establishing financial sustainability through increasing our mission-focused, unrestricted funds. We aim to create a culture that attracts and retains outstanding talent and is fit to deliver the impact we want. Last, but not least, we aim to increase our own accountability to grow our credibility and trust as a leader-led organization that does well what it asks of others.

## IN THE COMING FIVE YEARS, WE WILL ALSO FOCUS ON:

**ENABLING A PURPOSE-DRIVEN LEARNING CULTURE:** Advance a purpose-driven and principled organizational culture where mutual accountability, joy and learning help us support B Team Leaders to deliver The B Team strategy. Embrace mistakes as important learning and growth opportunities and continuously reflect upon our work and how we can drive even more meaningful impact.

**RESHAPING OUR FUNDRAISING:** Set out an ambitious, diversified fundraising strategy—one that builds on our existing donor partnerships, but focuses on creating long-term partnerships aligned with our overall priorities.

**DEVELOPING PARTNERSHIPS, COALITIONS, NETWORKS AND ALLIANCES:** Cultivate partners and networks for effectiveness, legitimacy and the amplification and scaling of our work. Help drive a movement of business leaders to support The B Team’s goal of creating an inclusive economy by 2030.

Working together to mitigate potential risks and develop the right resources and mindsets we can creatively and collaboratively deliver the vision of The B Team Leaders—essentially enabling a more dynamic, action-oriented role for business in service of humanity and society at large.



# MEASURING PROGRESS

As a team, we are committed to setting goals and tracking our progress, to support accountability and learning as we strive to realize our priorities.

To accompany this organizational strategy, we plan to produce a B Team progress report on an annual basis. This is an opportunity for us to reflect on achievements, challenges and the lessons we've learned. In developing this report, we will aim to be transparent about where we are on our journey and the opportunities and hurdles we face as we advance our strategy and promote our principles of sustainability, equality and accountability in business and society.

We will also initiate a more meaningful approach to Monitoring, Evaluation and Learning (MEL) that is fit for purpose and helps us report on the programming that underpins this strategy and practice continuous learning. We will work with donors and other expert partners for guidance and feedback. Looking ahead, our MEL will strengthen our learning culture and our ability to improve our work and understand its impact on the systems change we seek.





## THE B TEAM ▶

The B Team is a global collective of business and civil society leaders working to create new norms of corporate leadership today, for a better tomorrow. Together, these leaders are holding themselves and their peers accountable for a new way of doing business—one that measures success not only by financial performance, but also by the health of people and our planet—for the benefit of generations to come.

**VISIT [BTEAM.ORG](https://www.bteam.org) TO LEARN MORE**