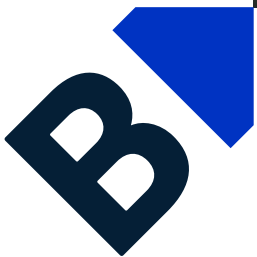
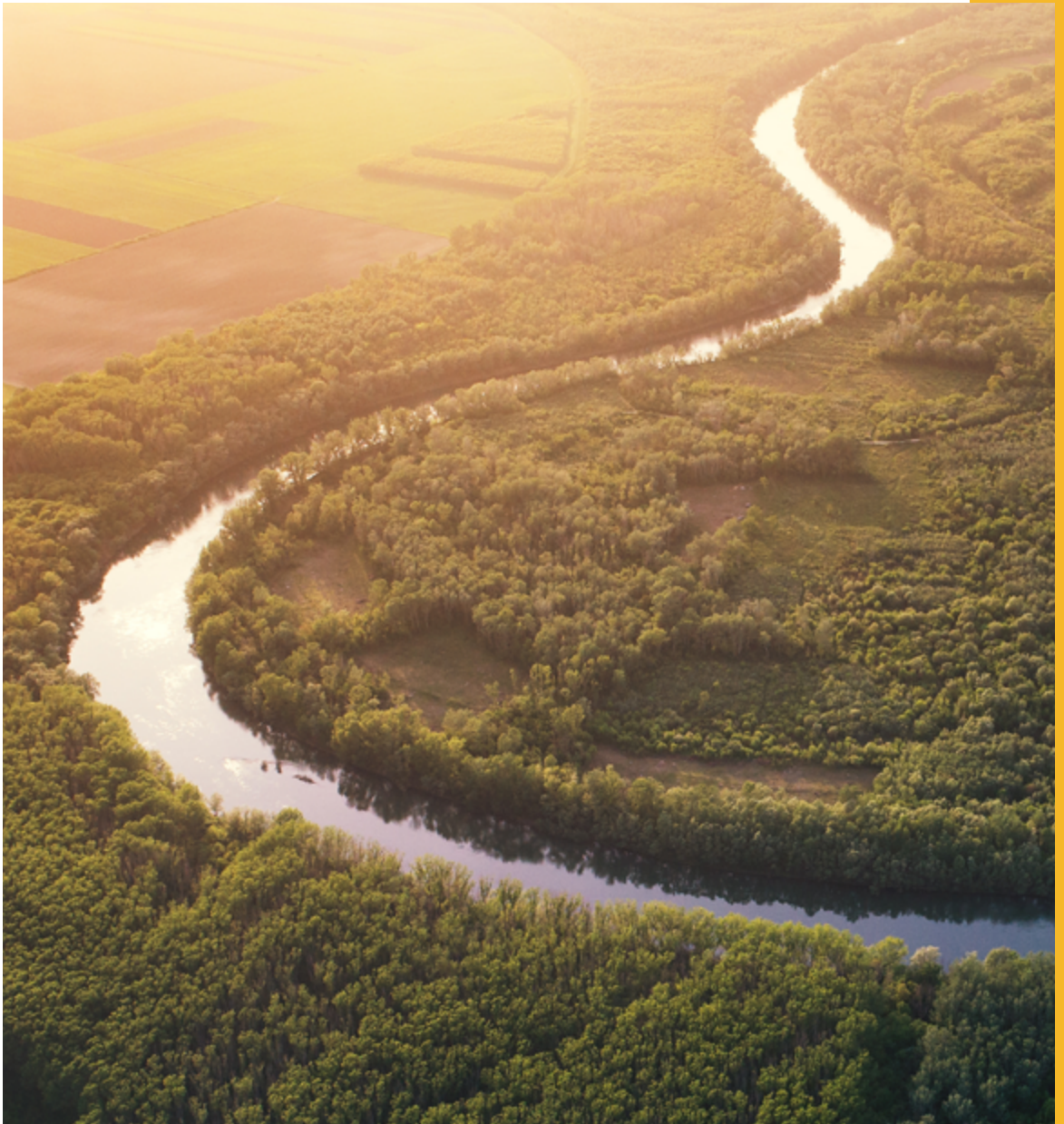


# THE B TEAM

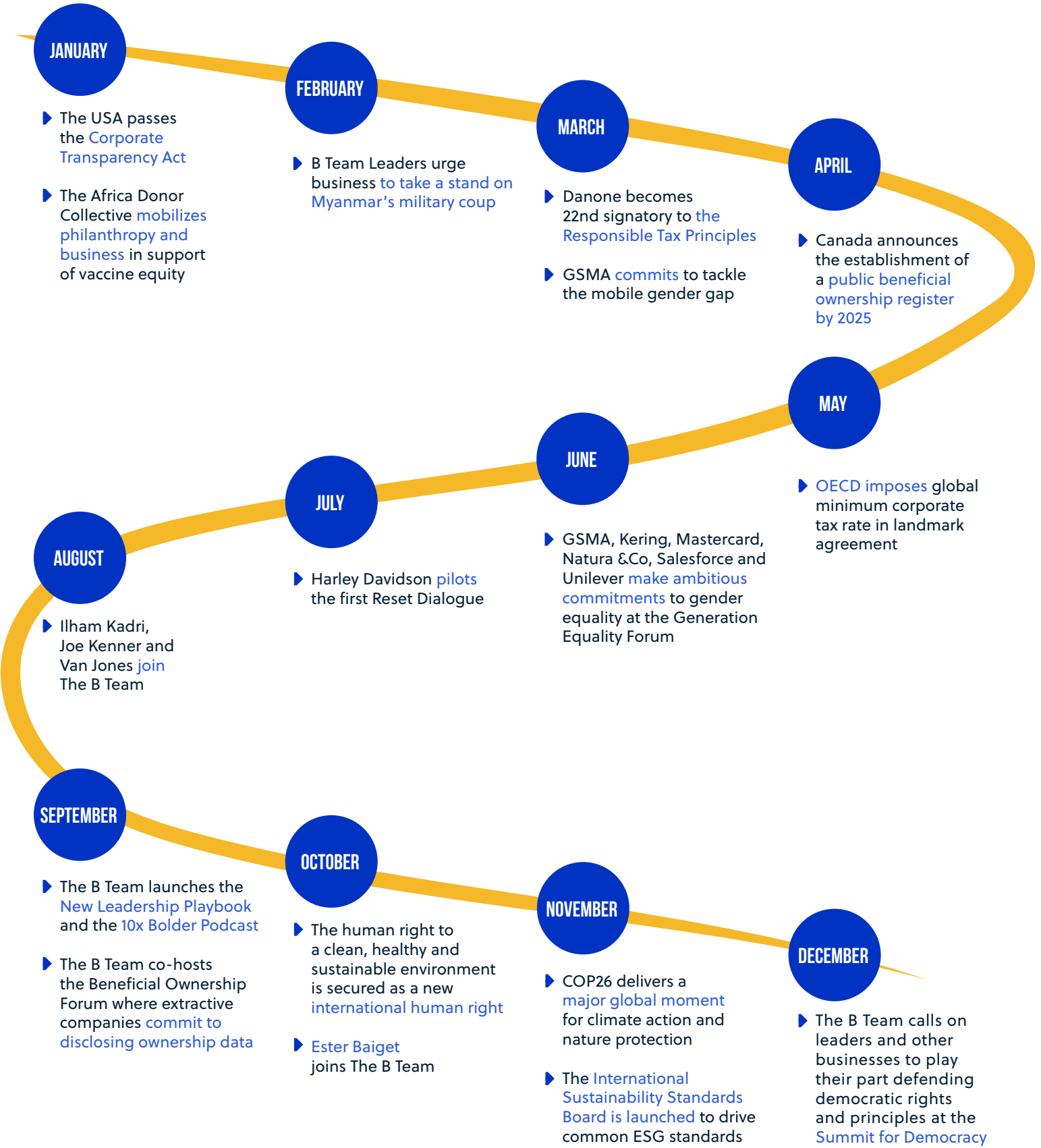
## IMPACT REPORT 2021

Towards an inclusive economy



# 2021 AT A GLANCE

Our vision is of an inclusive economy that enables shared well-being on a healthy planet



# CONVERGING CRISES REQUIRE COLLECTIVE ACTION



As I write this the eyes of the world are on Ukraine. We are bearing witness to the courage and solidarity of an extraordinary people, as they defend their lives, land and freedom from unprovoked Russian aggression and atrocities. Our hearts are broken, our humanity open. May this be an awakening for the leader in each of us: our freedom, humanity and future are worth fighting for.

Ukrainian refugees join millions around the world displaced by violent conflict and political instability. Another one billion will be displaced by 2050 if we fail to avert catastrophic climate change.

The long-term challenges we face are deeply entrenched, interconnected and cannot be addressed in isolation. Leaders from across society must challenge the status quo and work across traditional divides. Yet a single-minded focus on short-term returns for shareholders continues to dominate business at large, exacerbating inequality and halting social progress and urgent climate action. Existing norms and incentive structures are still not aligned with the just and sustainable future that The B Team, and indeed many business leaders, have embraced. We desperately need to reset the rules of our economic system.

We also need to disrupt the conformity in leadership that brought us to this point. When we change who is in leadership by closing gender, racial and generational gaps, we change how we lead. This is critical to co-creating trusted pathways to the future our children deserve.

I am encouraged by how our community of courage showed up for each other and our work in 2021. The B Team supported efforts by governments, activists and others to drive vaccine equity and progress gender equality; advocated for more ambitious tax rules; and urged immediate action on the climate and nature crises. Our efforts were bolstered by important, new rulemaking: the US Congress passed the Corporate Transparency Act, the UN recognized the human right to a healthy environment and the OECD backed passage of a deal on a global minimum corporate tax.

If there is one underlying lesson from the past year, it might be this: change is possible when we approach our challenges collectively.

Now is the time for business leaders to welcome accountability, raise ambition and work in radically collaborative ways. In 2022, let's be 10x bolder in building an inclusive economy by 2030—and a better future for all. Will you join us?

*Halla Tomasdóttir*  
CEO and Chief Change Catalyst

# SAFEGUARDING PEOPLE AND NATURE

Love Where We Live

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We are in the race of our lives to halve greenhouse gas emissions, halt and reverse nature loss, and reduce inequality—and we are not on track. Through our [Love Where We Live](#) campaign, The B Team is engaging business to act and raise their voices on the solutions needed to build a sustainable future.



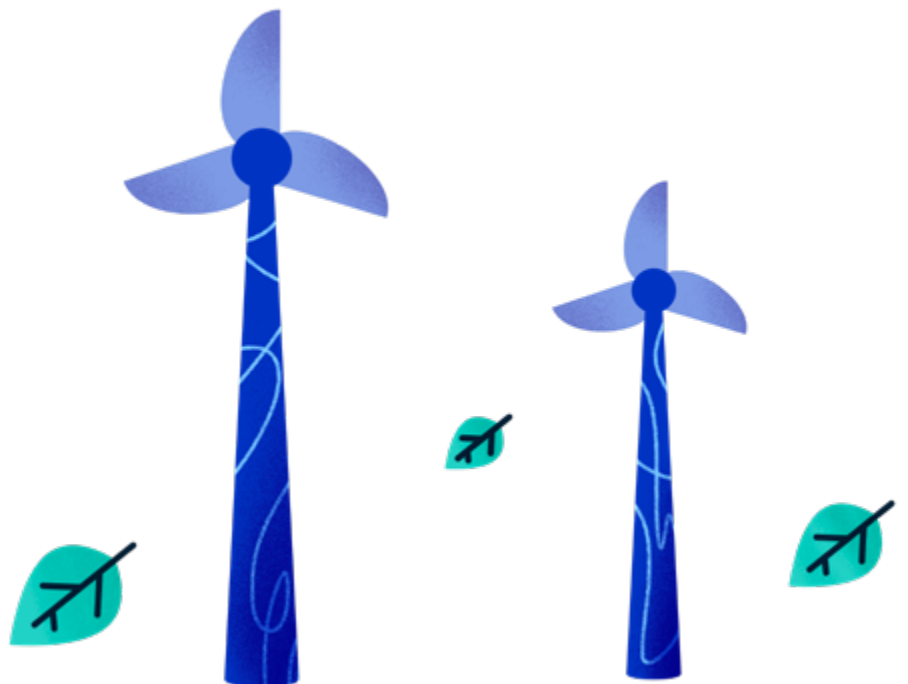
## Shaping COP26 as a global moment for climate action

From the G7 to COP26, The B Team called on decision-makers to act with urgency on the climate and nature crises. Through convenings with journalists, business leaders, and G7 leadership, we advocated for an equitable global vaccine rollout and ambitious climate policies. This helped lay the ground for deepened engagement at COP26, where we delivered targeted calls to action on environmentally harmful subsidies reform and ESG standardization, elevated the voices of climate-vulnerable nations and joined unions and mayors [calling for government leadership](#) on the climate and energy crisis. Our work in Glasgow, and throughout the year, helped shape COP26 as a major global moment for climate action, which delivered a landmark declaration on forest and land use, [goals to accelerate clean technologies](#), plans to [deepen net-zero ambitions across finance](#), and a joint declaration on climate collaboration between the United States and China.

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**THERE ARE NO JOBS ON A DEAD PLANET.**

Sharan Burrow







## Securing the right to a clean, healthy, and sustainable environment

In a step toward addressing the interlinked crises of nature, climate, public health, and economic inequality, The B Team mobilized business support for a new international human right: the Human Right to a Clean, Healthy and Sustainable Environment. The business case for this is clear. Recognizing this right contributes to protecting our natural capital and creating the conditions through which our planet and business can sustainably thrive. Our Leaders joined a growing number of countries, non-state actors, and UN agencies championing the adoption of a UN resolution on this issue at the Human Rights Council in October. In collaboration with Business for Nature and the World Business Council for Sustainable Development, we developed a [business statement](#) signed by 50 companies and drove forward awareness-raising and advocacy actions which were instrumental in convincing key member states to vote in favor. Its passage in October was a landmark moment for environmental justice, with the UNEP referencing the power of the collective efforts of the private sector, indigenous peoples groups, children and communities, and civil society organizations in its [outcome statement](#).

## Corporate commitment and action for a just transition

The global community must move from commitment to action to ensure that the green transition is just and inclusive. Working with BSR, The B Team convened energy and utility companies through an [Action Collaboration](#), including companies in hard-to-abate sectors like Shell, bp, and Iberdrola. The Action Collaboration will allow these companies to discuss challenges, build best practices, and support sector-level just transition planning with real potential for replication and scale. This new effort builds on commitments made by 27 companies from across the energy and industrial sectors through the [Just Transition Pledge](#). Power lies in the collective, where companies and other key stakeholders can openly dialogue, develop actionable plans, and set goals that center justice, people, and communities in climate change efforts.



### OUR VOICE

- ▶ The B Team joins 230 leaders calling on governments to step up on vaccine equity
- ▶ 650+ business leaders sign a G20 letter calling for bold climate leadership
- ▶ The B Team stands in solidarity with climate-vulnerable nations by calling on developed nations to deliver on existing climate finance commitments
- ▶ André Hoffmann speaks about the importance of building sustainable businesses

# ENSURING DIVERSE AND INCLUSIVE LEADERSHIP

Change Who to Change How

Across business and government, leadership structures fail to represent the diversity of our world. A crisis of conformity at the top leaves us ill-equipped to solve the world’s most pressing challenges, from climate change to corruption. Through our **Change Who to Change How** campaign, The B Team is working to transform business leadership with a focus on gender balance and racial diversity.



“WHEN WOMEN AND YOUTH COME TOGETHER, THEY CAN RENEW A COUNTRY. IT IS ABSOLUTELY CRUCIAL THAT THEY ARE PRESENT IN A MEANINGFUL WAY AND GIVEN A SEAT AT THE TABLE.

Mary Robinson

## Activating CEO commitment and action

Throughout the year, we convened business leaders in small, closed-door settings to address diversity in leadership. Our CEO roundtables included executives from companies like IKEA, Roche, Shell, Allianz, Match Group, SAS, Vodafone, Verizon, Islandsbanki, Gulf International Bank, Lazard, and Mastercard. These sessions helped CEOs forge connections and aggregate ambition toward building safe and inclusive cultures. In one instance, the CEO of a large communications firm shared that the discussion on gender-based violence helped her embrace her duty to protect employees from violence and harassment, both at home and at work. We also saw ambitious new commitments from participating companies, such as [Shell’s commitment to gender-balanced leadership](#). We plan to continue this highly effective approach to CEO activation through a series of convenings on racial equity in 2022.



### An inflection point for gender equality

The UN Women Generation Equality Forum was a transformative global moment for gender equality and The B Team played a significant role in ensuring meaningful private sector engagement. We worked in close partnership with BSR, Win-Win Strategies, the UN Foundation, and UN Women to activate business participation, establishing new linkages among business, civil society and UN bodies. Our collective efforts helped secure 40 new private-sector commitments to gender equality and over \$12 billion in funding pledges. Kering and Salesforce will serve as Action Coalition Leaders for the next five years as part of the Generation Equality Forum action journey, which aims to drive irreversible progress for women and girls globally by 2026. GSMA, Unilever, Natura &Co, and Mastercard made new commitments across various topics, from gender-balanced leadership to addressing gender equality throughout their supply chains. We supported this ambition and advised companies on accountability mechanisms and implementation.

### Resetting leadership through diversity

We know that to reset our economic system, we must reset leadership. We partnered with B Lab and Imperative 21 to launch RESET Leadership —an initiative to transform leadership and the rules that shape leadership behavior. In November, we held the first convening with participation from over 50 B Team and B Corp companies, including SMEs and multinational corporations. We will establish a community of practice focused on diversifying leadership, achieving racial equity, and aligning the rules to support stakeholder governance through this work. We are encouraged by the widespread interest in this initiative and its potential to scale across the shared corporate networks of The B Team and the B Corporation community made up of thousands of companies across more than 150 industries and 78 countries.



#### OUR VOICE

- ▶ B Team companies make bold commitments to gender equality at the Generation Equality Forum
- ▶ Halla Tómasdóttir calls on business to lead an inclusion revolution
- ▶ Mats Granryd talks about the importance of inclusion in the mobile industry
- ▶ Holly Branson and Halla Tómasdóttir discuss diversity and purposeful leadership with Virgin companies

# ALIGNING INCENTIVES AND STRENGTHENING CORPORATE ACCOUNTABILITY

## Right the Rules

The rules under which businesses operate are outdated, broken, or ill-suited to the times and the challenges we collectively face. Through our **Right the Rules** campaign, The B Team is advocating for a fundamental reset of these rules, to create incentives that drive business practice toward a more inclusive economy.

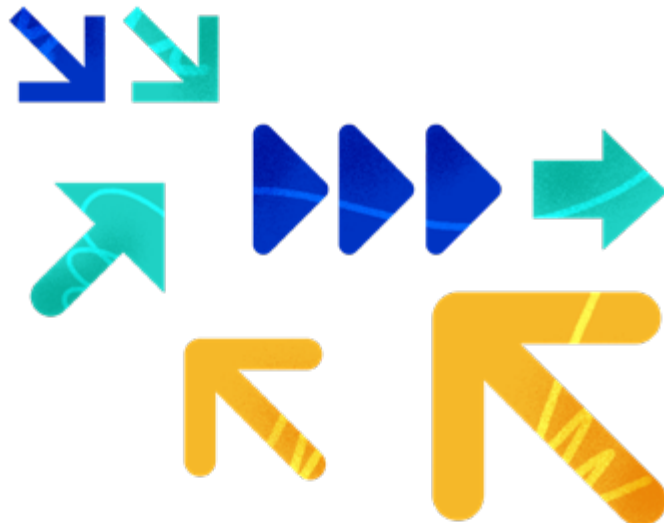


### Standing behind tax policy reform

Across the year we built on our work to encourage business adoption of responsible tax practices. Whilst welcoming several new companies as signatories to our Responsible Tax Principles, including Enel, Danone, Ørsted, and SBM Offshore, we also worked to elevate business support for international tax reform. Paul Polman called on business leaders to rally behind government efforts to establish a global minimum tax rate, on which the G20 and OECD subsequently agreed. The B Team also made the case for approaching tax as a fundamental component of ESG, partnering with KPMG and Jericho Chambers to build support amongst a wider coalition of businesses, investors, and standard setters through a series of **roundtables** with participants including Fidelity, Norges Bank, PensionDanmark, Unilever, Vodafone, and the UNPRI.

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TRUST IS ONE OF THE MOST PRECIOUS AND POWERFUL HUMAN CAPACITIES. WITHOUT IT, ALL EFFORTS FAIL. WITH IT, WE CAN BUILD THE FUTURE.

Christiana Figueres







## Business support for ambitious and mandatory sustainability reporting standards

2021 was a breakthrough year for sustainability reporting. The emergence of a new International Sustainability Standards Board—with a mandate to establish common, global baseline sustainability reporting standards—is a unique opportunity to reset the rules of ESG reporting. The B Team sought to build early momentum for the ISSB, with [Emmanuel Faber](#), Oliver Bäte, and Hiro Mizuno all voicing public support. A group of seven B Team Leaders met with the leadership of the IFRS Foundation at COP26, to reinforce that support. The creation of the ISSB was confirmed in Glasgow with [support](#) from 40 major economies, and Emmanuel Faber was [appointed](#) as the inaugural chair in December.

## Advancing corporate transparency in key countries

Years of advocacy to end anonymous companies culminated in numerous shifts in key jurisdictions and industries in 2021. Legislative shifts in the [US](#) and [Canada](#), as well as new or renewed [commitments to transparency from other countries](#), signify progress towards a global norm of beneficial ownership transparency. In September, The B Team, Open Ownership, BHP, and the Extractives Industry Transparency Initiative (EITI) jointly hosted a one-day conference focused on business engagement in advancing beneficial ownership transparency. This advanced corporate commitments and deepened their engagement, while also bringing the major accountant firms into the discussion. The forum resulted in [a statement of support for beneficial ownership transparency](#) signed by Anglo American, BHP, Glencore, Newmont, Repsol and Rio Tinto.



### OUR VOICE

- ▶ Sharan Burrow and Paul Polman urge business to take a stand on Myanmar
- ▶ CFOs of Unilever, Shell, and Vodafone advocate for the Responsible Tax Principles
- ▶ Paul Polman rallies business support for a global minimum rate on corporate tax
- ▶ Oliver Bäte and Hiro Mizuno call on governments to set a global ESG standard

# A NEW VISION FOR LEADERSHIP

**A new vision for private sector leadership is needed—to place humanity at the heart of business.** Communities, employees and investors are calling for more inclusive workplaces, products and services, and business models that are net positive, but very few corporate leaders have stepped up with the courage to lead this way. The B Team is working to shift the narrative, advocating for holistic business leadership that can help deliver an inclusive economy.



## A new leadership playbook

In September we launched [the New Leadership Playbook](#): a curated collection of stories and resources, to inform, inspire and catalyze the transition to a more inclusive economy. We also launched [10x Bolder](#), a new podcast series for current and emerging business leaders. These initiatives reflect our ambition to redefine what business success looks like, shape a new narrative of principled leadership and foster mindset shifts in the boardroom and beyond. To further expand our reach to business audiences, we partnered with FORTUNE to uplift our narrative on 21st-century leadership among their corporate readership.

## Breaking the mold and bringing the RESET

Recognizing the need to accelerate a net-positive economy, The B Team Leaders committed to delivering the RESET Dialogues—a multistakeholder radical convening and design process which seeks to collectively dream and design solutions for a specific challenge, using [Appreciative Inquiry](#). This methodology is [used globally](#) to bridge divides and drive transformative change. In July, we held our first RESET Dialogue with Harley-Davidson and saw firsthand the power of this convening method to propel collective action in the Near West Side community of Milwaukee. The design prototypes developed at the summit have accelerated the existing work of Near West Side Partners, which has continued to engage stakeholders in this work. Plans to establish a new community center to support access to healthy food, housing, wellness, and cultural experiences has already gained traction. In 2022 we will scale the RESET Dialogue process to unearth and uplift co-designed solutions to address the climate and nature crises and drive a just transition to an inclusive and net-positive economy.



**WE NEED A NEW PLAYBOOK THAT SEES PEOPLE AGAIN—THAT SEES ABOVE AND BEYOND PROFITS.**

Hamdi Ulukaya

# ORGANIZATIONAL STRENGTH



## Building our team

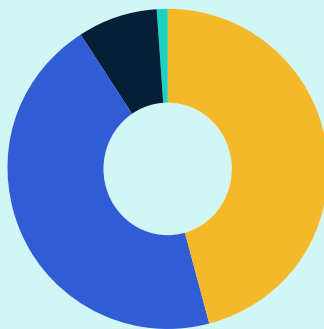
The B Team is committed to being a diverse, equitable and inclusive organization. At the Leader level we prioritized collaboration and connection, fostering a community of courage where our Leaders could learn from each other and uplift each others' efforts. By offering safe space to grapple with the issues, our Leaders were supported to step up boldly across our agenda. As part of creating a vibrant community, we sought to enhance diversity among the group, recognizing the need to uplift a broader set of business and civil society perspectives in pursuit of an inclusive agenda. We welcomed four new B Team Leaders: Ilham Kadri, CEO & President of the Executive Committee of Solvay; Joseph Kenner, President and CEO of Greyston; Van Jones, a CNN contributor and founder of the Dream Corps, and; Ester Baiget, President & CEO of Novozymes. Jesper Brodin, CEO of Ingka Group, was also voted in as our new Chair, succeeding Paul Polman.

Across the year we took steps to embed a DEI lens across the organization, working with an equity and racial justice consulting group to guide us. We welcomed nine new staff members, and worked to foster a sense of belonging and inclusion across a dispersed team. Our progress was recognized by the [Fair Share Monitor](#), which tracks gender equity in the international social impact sector. The B Team ranks 9th out of 61 organizations.

## Finances

2021 was a strong year for the organization where we welcomed new foundations and corporate partners and exceeded our annual income targets. We built our financial reserves to ensure the long term sustainability of the organization, ending the year with reserves of \$2.3m. We are deeply grateful to our [supporters](#) who generously fund The B Team's work.

- Foundations 46%
- Business 45%
- Individuals 8%
- Other 1%



2021 Revenue: USD \$4.4m