

LETTER FROM LEADERS

Dear Business Leaders,

Every business begins with a belief: that value can be created and shared. But today, that belief must go further. Creating value is no longer only about generating returns—it means ensuring families, workers, and ecosystems can survive and flourish.

The world around us is shifting faster than we imagined. Floods, fires, and heatwaves are no longer rare events, they are reshaping daily life. Conflicts and political divides are pulling societies apart. Trust in the very institutions we rely on is wearing thin. It is getting harder to predict what's coming next, and harder to pretend that business can stand apart from it.

And yet, pressure also creates possibility. Across the globe, leaders—not just at The B Team—are showing a different way forward: listening and collaborating across divides; creating jobs that offer stability and dignity; reimagining supply chains to protect nature; driving innovation that serves future generations; and harnessing technology in service of people and communities.

This kind of leadership isn't new, but it is urgent. The belief that business must step up is no longer radical or optional. It is central to building resilience, earning trust, and securing value. Businesses thrive when people do. Business-smart can be climate-smart. Markets cannot function without trust.



A MOMENT TO SHAPE WHAT'S NEXT



We are on the way. The B Team and a growing community of business leaders are already proving the benefits of change. We don't have all the answers. But we are asking better questions, taking smarter risks, and standing behind our convictions. Leadership is not what we promise, it is how we show up, what we prioritize, and the choices we make when it matters most.

So here is our invitation:

If you're building for the future, do it with others and with care.
If you hold power, use it with intention.
If you believe a better way is possible, have the courage to prove it.

This is not about lofty promises or perfect answers. It is about the decisions we make now and the future we will shape together.

Every business has a role to play. Join us.

The B Team is a collective of business and civil society leaders who believe that business has a pivotal role to play in creating good jobs and building an energy secure future on a healthy planet. We champion changes to our economic systems and business practices that protect our natural environment and help build a safe, sustainable, and prosperous future for all.

SIGNED,

JESPER BRODIN

CEO, Ingka Group | IKEA; Chair, The B Team

ESTER BAIGET

President & CEO, Novonesis;
Vice-Chair, The B Team

AJAY BANGA

President, The World Bank

OLIVER BÄTE

CEO, Allianz

MARC BENIOFF

Chair, CEO & Co-Founder, Salesforce

SIR RICHARD BRANSON

Founder, Virgin Group; Co-Founder, The B Team

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KATHY CALVIN

Former President & CEO, UN Foundation

DAVID CRANE

Chairman & CEO, Generate Capital

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MATS GRANRYD

Former Director General, GSMA

ANDRÉ HOFFMANN

Vice-Chair, Roche Holding AG

ARIANNA HUFFINGTON

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