

THE B TEAM ▶

SHAPING OUR FUTURE

THE B TEAM
STRATEGY 2028

CONTENTS

**LETTER FROM
LEADERS**
P.3

**INTRODUCTION
FROM THE CEO**
P.5

01 A DEFINING ERA
P.6

**02 VISION FOR
BUSINESS**
P.9

**03 THE ROLE OF
THE B TEAM**
P.11

**04 PUTTING STRATEGY
IN MOTION**
P.17

05 LOOKING AHEAD
P.21

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

SHARAN BURROW

Co-Chair, Taskforce on Inequality and
Social-related Financial Disclosures (TISFD)

KATHY CALVIN

Former President & CEO, UN Foundation

DAVID CRANE

Chairman & CEO, Generate Capital

JOSÉ MANUEL ENTRECANALES DOMEQ

Chairman & CEO, ACCIONA

EMMANUEL FABER

Chair, International Sustainability Standards
Board (ISSB)

CHRISTIANA FIGUERES

Founding Partner, Global Optimism

RYAN GELLERT

CEO, Patagonia

MATS GRANRYD

Former Director General, GSMA

ANDRÉ HOFFMANN

Vice-Chair, Roche Holding AG

ARIANNA HUFFINGTON

Founder & CEO, Thrive Global

DR. MO IBRAHIM

Founder & Chair, Mo Ibrahim Foundation

VAN JONES

CNN contributor, Magic Labs Media President;
DreamMachine.org Founder

ILHAM KADRI

CEO, Syensqo

ISABELLE KOCHER DE LEYRITZ

Co-Founder & CEO, Blunomy; Former CEO, Engie

GUILHERME LEAL

Co-Founder & Co-Chair, Natura & Co

ANDREW LIVERIS

Chair Emeritus & Former CEO, Dow Chemical

HIRO MIZUNO

Founder & CEO, Good Steward Partners; former
UN Special Envoy on Innovative Finance and
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JACQUELINE NOVOGRATZ

Founder & CEO, Acumen

PAUL POLMAN

Former CEO, Unilever; Co-Founder &
Chair Emeritus, IMAGINE

JEAN OELWANG

Founding CEO & President, Virgin Unite

MARY ROBINSON

Former President of Ireland; Member, The Elders;
Co-Founder, Project Dandelion

JESSICA SIBLEY

CEO, TIME

HAMDÍ ULUKAYA

Founder, Chair & CEO, Chobani

JUAN CARLOS MORA URIBE

CEO, Bancolombia

ZHANG YUE

Chairman & Founder, Broad Group China

PROFESSOR MUHAMMAD YUNUS

Chair, Yunus Centre; Nobel Peace Prize recipient

JOCHEN ZEITZ

President, CEO & Chair, Harley-Davidson, Inc.;
Co-Founder, The B Team

INTRODUCTION FROM THE CEO



Uncertain times demand a different kind of leadership. It's not leadership with all the answers, but leadership willing to experiment, collaborate, and act with purpose even when the path isn't clear. That spirit guides The B Team's new strategy.

Across the world, leaders are proving what's possible by turning challenges into breakthroughs, driving meaningful innovation, and demonstrating that business can build stronger systems. Our strategy builds on this global momentum. It focuses where business leadership can have the greatest impact: advancing ambitious ideas, forging cross-sector partnerships, and demonstrating that care, collaboration, and courage are not just values but practical tools for shaping a fairer and more sustainable future.

What sets The B Team Leaders apart is how ideas are put into action. We bring people together who don't usually sit at the same table, create space for difficult but necessary conversations, and help turn bold commitments into credible action. That's how we've always worked, and it's how we'll continue to lead.

The work ahead will test us, but it also energizes us because we don't do it alone. **Our Leaders, staff, partners, and funders make this work real every day. I'm grateful for their dedication and belief in what's possible when business leads with humanity and purpose.**

Together, we can turn this moment of uncertainty into one of possibility and build a future worth shaping.

A handwritten signature in black ink, appearing to read 'Leah Seligmann'.

Leah Seligmann,
CEO & Chief Change Catalyst



01

A DEFINING ERA

We are living through a defining era with multiple shifts happening at once, that are reshaping the world as we know it. Political fractures. Wars. Breakneck technological change. Environmental shocks. Widening social divides. Eroding confidence in institutions and diminishing trust in the promise that growth will benefit many.



Credit: Don Pollard

Within this upheaval lies a chance to rebuild trust, strengthen resilience, and include more people in the economy's future. Business has tools, talent, and influence that governments and civil society alone can't mobilize. And the real value of those tools lies in how they are deployed.

That's why The B Team is guided by a clear belief: businesses that help solve problems for people and the planet aren't just doing the right thing; they're making a smart, strategic bet. They create value that's trusted, resilient, and deeply relevant to the world around us. And they prove that business can deliver solutions that generate profit while strengthening the foundations of markets, communities, and institutions—the very systems that sustain long-term success.

This isn't a new idea. Some themes such as fair wages, supporting communities, and environmental responsibility are foundational. Others, such as circular design, have evolved with the world. The B Team—business and civil society leaders—have worked alongside a broader group of peers who've developed and tested the blueprints for this kind of leadership. We've seen what works. And now, we're focused on amplifying this leadership and these themes through business action that's authentic: rooted in a company's culture, aligned with its strategy, and grounded in what it does best.

THREE FORCES RESHAPING THE LANDSCAPE



Planetarily, we're living through the consequences of delay. Wildfires, floods, and biodiversity collapse are disrupting supply chains and destabilizing communities. But this is not only a story of damage. It is also a story of profound change. Clean energy investment now outpaces fossil fuels. Regenerative models are gaining ground in sectors from food to finance. Courts, regulators, investors, and communities are raising the bar, and leading businesses are responding with substance, not slogans. The road ahead is steep, but we are no longer starting from zero. **The tools exist. So does the will to use them.**



Geopolitically, the landscape is fractured. Multilateral institutions are threatened. Nationalism is rising. Political polarization and wars are reshaping the conditions in which business operates. Yet even as long-standing alliances falter, **new forms of collaboration are taking root.** Partnerships between emerging economies are increasingly influencing capital flows and market conditions. Cities and regional governments are stepping into leadership roles where national action stalls. In this shifting terrain, business has a choice: step back or step in as a stabilizing force, especially when it champions workers, communities, and democratic norms.



Technologically, advances are occurring at a speed that defies precedent. Artificial Intelligence is transforming everything from jobs and supply chains to discovery and decision-making. Clean energy is becoming faster, cheaper, and more distributed. Biotech is unlocking breakthroughs in health, food, and materials. But these shifts are not neutral. Power is concentrating in the hands of a few, and scale often outpaces safeguards. Speed outstrips accountability. And those who move first don't always move wisely. **Direction still matters.** The technologies reshaping our world are not destiny; they are tools that reflect the hands that shape them. And the question now isn't whether business will develop and deploy them, but how.

02



VISION FOR BUSINESS

From circular design to profit-sharing and employee ownership, companies are showing how to be both competitive and caring by adopting solutions that improve performance, build resilience, and strengthen long-term value. These aren't ideological moves. They're strategic responses to shifting market conditions, workforce expectations, and supply chain realities.



Credit: Bellyfire Productions

Over the past decade, business has also collaborated with governments and civil society on global efforts—from the Paris Agreement to the Sustainable Development Goals and the Global Biodiversity Framework—where alignment has opened doors to capital, partnerships, and shaping policy.

Now, the urgency is more acute, the landscape has shifted, and the pressure to deliver, not just promise, has never been greater. At the same time, the backlash is real. Environmental, Social, and Governance (ESG) has become a proxy in broader cultural debates, often framed as a distraction from performance or a barrier to growth. Regulation is increasingly framed as a threat to competitiveness, not a foundation for it. These narratives have gained traction, and they carry risk. If left unchallenged, they will discourage meaningful action.

But this is not the moment to retreat. It's the moment to widen the tent. Caring about people and the planet is not the domain of any one political perspective or community. It's a core part of building a business that delivers durable value.



Credit: Storm Jansen

And while poorly designed rules can hold innovation back, well-crafted regulation can do the opposite. It can drive consistency, reward long-term thinking, and level the playing field. When businesses and policymakers work together, it doesn't just support economic growth. It also builds trust, strengthens resilience, and helps more people see themselves in the future of the economy.

The choices businesses make, how they create value in a changing world, and how they show up in the world, will shape everything from policy to where people choose to invest. Those who lead with clarity, consistency, and urgency won't just keep up with change. They'll help shape what comes next.



03

THE ROLE OF THE B TEAM

We believe that business can rise to this moment, but not alone. Progress depends on how leaders lead: what they prioritize, who they partner with, and how they shape the narrative where outdated assumptions hold progress back.

That's where The B Team comes in. In this next chapter, we will build on a decade of impact as a collective of business and civil society leaders and the trusted relationships that made it possible. In a world that is shifting fast, **we're leaning into our role as a catalyst with greater intention and agility.** Rather than duplicating what others already do well or building large-scale programs, we focus on the connective tissue: bridging differences and sectors, surfacing what's emerging, and accelerating momentum where it's most needed.



OUR VISION

A world in which business leadership drives a prosperous and fair future on a healthy planet for all



OUR MISSION

To catalyze business action to address the biggest challenges facing people and planet



OUR VALUES

- > Care for humanity and our planet
- > Collaborate for lasting impact
- > Lead with courage for today and future generations

OUR FOCUS IS CLEAR:

We are recommitting to the original DNA of The B Team: trusted relationships, courageous leadership, and focused impact. In the next three years, we aim to catalyze a powerful shift: from bold commitments to credible action. A growing number of businesses now deploy their capital, influence, and innovation to drive a prosperous and fair future on a healthy planet for all. With The B Team's support, there is now a broader, more resilient coalition of business leaders, who value clean air, water, and soil, and who believe every person and community deserves the same opportunities they've had.

Together, they are shaping fairer rules, strengthening institutions, and building an economy where more people feel they belong.

We believe meaningful change starts with people: leaders willing to act with integrity when it counts. From there, trust grows across sectors, norms begin to shift, and institutions move with greater purpose and clarity.

We engage business leaders to help them navigate the messy middle and tough choices, where performance, purpose, and public expectation meet. Where near-term pressures are real, but long-term license depends on what you stand for and who you stand with. We make room for peer support, shared learning, and the kind of honest dialogue that helps leadership stay grounded in integrity.

We engage policymakers to help them lead, by consistently showing where business is ready to act. When decision-makers see real business commitment, it gives them the confidence and backing to adopt policies and rules that deliver results for the people they ultimately serve.

We engage youth, as well as other communities, whose expectations, energy, and ideas will shape the future. When they are at the table, solutions are more relevant, more trusted, and more likely to last.

We create space for honest and sometimes difficult dialogue. We push for action that is credible, deliverable, and relevant to the world around us:

- **Catalytic and high-impact:** We identify where business leadership is needed, where trust is thin, or where ambition needs a spark, and we step in with credibility, convening power, and strategic pressure.
- **Connected and cross-cutting:** We bring together diverse perspectives—like business, policy, and young leaders—and help build trust between them because long-term progress depends as much on the strength of relationships as the strength of ideas.
- **Grounded and long-term:** We act with urgency, but not short attention spans. We work to lay the groundwork for lasting change in how businesses think and act.

Alongside directly engaging and convening leaders, we amplify the stories that matter. Stories have the power to shift mindsets and show what's possible when business leads on solving real problems for people and planet. We elevate real-world examples of leadership and themes that others can learn from and build on. In a noisy, polarized world, a clear and credible narrative can cut through—inspiring action and moving others to follow.

THE B TEAM'S APPROACH



THE B TEAM'S APPROACH



We've seen what this kind of approach can unlock. In 2015, we helped catalyze the first wave of corporate Net-Zero commitments ahead of the 21st United Nations Conference of the Parties (COP21), demonstrating that business was ready to lead. That early trust and ambition laid the groundwork for us to publish the first Just Transition Business Guide in 2018, real-world uptake in 2020, and ultimately contributed to the landmark COP28 call for a global transition away from fossil fuels in 2023.

We've also helped shift norms through transparency and accountability. Our Responsible Tax Principles, launched in 2018, have now been adopted by 28 companies and recognized by the International Monetary Fund (IMF), the Organization for Economic Co-operation and Development (OECD), and Norway's sovereign wealth fund. They show how business-led action can influence the rules that shape markets and rebuild public trust.

This is how progress happens: rising trust, engagement, and ambition. Leaders stepping forward, working together in new collaborations, and staying the course. **It's how we shift what's possible: aligning profit with purpose, shaping better rules, and delivering lasting value for people and the planet.**

OUR CORE PILLARS

At the heart of our strategy are three interconnected pillars: people, planet, and systems. Together they shape the conditions in which business can thrive or falter. Across these pillars, The B Team draws on a decade of experience working with business on issues such as ownership transparency, responsible tax, human rights, and the just transition.



People

Businesses thrive when people do. In an era of aging populations, deepening inequality, fragmented workforces, and accelerated automation, companies that support rights, dignity, skills, well-being, and inclusion are not just doing the right thing, they're building competitive advantage. Businesses that lead on fair wages, fair opportunities, and future-ready talent are placing a strategic bet on human potential. These aren't soft issues. They're structural advantages in a world hungry for trust, loyalty, and innovation.



Planet

The world's most enduring companies understand that nature is the most essential infrastructure. Clean air, water, fertile land, and a stable climate aren't nice-to-haves; they're business fundamentals. From better farming to clean technology to nature-inspired design, forward-looking businesses show that caring for the planet is crucial to the bottom line. They're not waiting for permission. They're building the business models that make climate and nature action a competitive edge.



Systems

Markets don't function without trust, and trust doesn't flourish without integrity. Businesses can't replace public institutions, but they can reinforce them through credible, transparent governance and principled conduct. Businesses that align lobbying with values, hold themselves accountable, practice responsible tax, and show consistency between what they say and what they do, rebuild trust and strengthen institutions. They also create the conditions for policy and market incentives that reward long-term, fair, and sustainable value creation.



04

PUTTING STRATEGY IN MOTION

By design, we don't define our strategy by a fixed list of topics. Our strength lies in staying agile and responsive, with the ability to work across the range of issues that matter most to our mission and bring together partners that can scale progress long term. This flexibility lets us move quickly and reflects our core approach: being catalytic where leadership is most needed, cutting across silos, and grounding decisions in long-term value creation.



Credit: Don Pollard

We pursue catalytic sprints across our pillars, where business leadership is needed and can make a meaningful difference. That includes responding to emerging risks that could erode trust or stall progress, as well as seizing opportunities where intentional action can shift the momentum.

Each sprint is a focused push, designed to unlock momentum, surface insights, and shape what comes next. Approaches vary: convening leaders with Artificial Intelligence (AI) experts to define ethical and humane AI; testing a new business narrative that frames climate and nature action as a source of competitive advantage; or engaging CEOs and policymakers to spotlight positive incentives and challenge harmful subsidies. Whatever form or method employed—raising awareness, changing behavior, or strengthening cross-sector collaboration—every sprint is rooted in our strengths, guided by a clear definition of success, contributes to our long-term vision.

Our approach is rooted in learning. Sprints are part of a dynamic cycle: we act, we learn, we adapt. One sprint leads to the next, helping us spot patterns, deepen collaboration and impact, and ultimately stay responsive to a fast-changing world. Our goal is not just to act quickly, but to leave behind clarity on what's possible, stronger connections between the people and institutions who can carry the work forward, and pathways that others can build on for long-term progress.

This way of working allows us to **move with urgency without losing sight of the long game**. It allows us to shape a strategy that evolves through action, staying alert to shifts, open to iteration, and committed to building trust, clarity, and progress over time.



Credit: Joe Short

WORKING TOGETHER

The way we drive change is informed and shaped by who we work with, and our ability to bring credible voices, diverse perspectives, and urgent signals into the rooms where decisions get made. We collaborate with and learn from **youth, communities, labor, civil society, academia, policymakers, and investors.**

Young people, in particular, are key drivers of innovation, economic growth, and social progress, especially in emerging economies. They are not just the future of business; they're a growing force in shaping its present. Companies that engage young people in decision-making gain fresh perspectives, accelerate next-generation solutions, and build long-term resilience.

SUPPORTING THE NETWORK EFFECT

We continue to invest in and expand the relationships and coalitions that extend our influence and unlock strategic opportunities. This includes strengthening partnerships where there's clear alignment, even if we're not in the lead. In some cases, our role may be to connect the right actors, shape the message, or help move ideas into action. This approach allows us to amplify high-impact work already underway, and surface future projects where The B Team can add distinct, catalytic value.



Credit: Don Pollard



Credit: Huffington Post

FUNDING OUR NEW CHAPTER

Our approach to fundraising **will evolve** to match a shifting world. What we've heard from the philanthropy space is clear: a collective that plays a catalytic, connective role across the system is deeply needed. With the launch of this strategy, we'll enter a targeted fundraising phase, reconnecting with long-time supporters and welcoming new, aligned funders into the fold.

We're aiming to secure new anchor supporters, who believe in our long-term vision and can provide core support to power and co-shape our new catalytic sprints model. This approach is well-timed: the funding landscape is shifting, with grants becoming more competitive while a new generation of donors and philanthropic collaboratives are seeking bold, systems-level bets. These funders invest in people and vision and are drawn to initiatives where their voice matters and the work feels personal, strategic, and catalytic.

MEASURING IMPACT

We measure impact by the **shifts we observe over time**, not just by what can be immediately counted. Through our rubrics-based approach, we're adopting a structured yet flexible way to evaluate complex, non-linear work by defining what 'good' looks like across key dimensions of policy, practices, relationships, and outcomes. By combining qualitative and quantitative evidence, our rubrics create a shared language for reflection and learning and support our adaptive approach: we act, we learn, we reassess, and we keep moving forward.

Some signals we look for are: stronger policies, fairer market incentives, and companies moving faster and deeper than before.

A high-angle, vertical photograph of a narrow, moss-covered canyon. The walls are dark, wet rock covered in vibrant green moss. A small waterfall cascades into a pool of water in the center of the canyon. The water is a deep blue-green color. The scene is illuminated by natural light, creating a sense of depth and texture. A white diagonal line runs from the top right corner towards the bottom right, partially obscuring the canyon wall.

05

LOOKING AHEAD

We believe that the future can be fairer, more resilient, and full of possibility, and business has a vital role to play in shaping it. We are excited to partner with business, civil society, policy, and young leaders to turn shared ambition into lasting impact.



VISIT [BTEAM.ORG](https://bteam.org) FOR MORE



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