

**THE B TEAM ▶**

**THE B TEAM**

**AT**

**10**



# TIME TO BEE BOLD

**A LETTER FROM  
THE CEO & CHAIR**

**A DECADE  
OF MILESTONES**

**STORIES OF IMPACT:**

RADICAL COLLABORATION

RIGHTING THE RULES

LOVE WHERE WE LIVE

**ORGANIZATIONAL  
SUSTAINABILITY**

A LETTER FROM THE CEO & CHAIR:

# CATALYZING NEW LEADERSHIP

“For there is always light,  
if only we’re brave enough to see it.  
If only we’re brave enough to be it.”

Poet Amanda Gorman penned these words in 2021, but the very choice she presents is what compelled Sir Richard Branson and Jochen Zeitz to co-found The B Team, our global collective of business and civil society leaders.

The founding B Team Leaders came together in 2013, united in the belief that business has both the capacity and the responsibility to become a driving force for social, environmental and economic benefit.

A decade later, we look back on important milestones on our journey in this report, *The B Team at 10*.

We also recognize that the world is a more complicated place today — inequality is rising, biodiversity is declining and climate change is intensifying. At the same time, a growing global movement of leaders is determined to build a just and sustainable future, convinced that our challenges can be transformed into opportunities.

The most important decade for humankind requires leadership that is transparent, inclusive and radically collaborative. So let’s accelerate this movement and mobilize. Each of us has a role to play in shaping the future we share. ▶



Credit: Joe Short

# IT'S TIME TO BE BOLD. NEW LEADERSHIP MUST TAKE US FORWARD.

More than a retrospective, *The B Team at 10* is our invitation to CEOs, board directors, business schools, mission-aligned funders and leaders of all stripes: Join us on this 10x bolder leadership journey. We go further when we go together. Let's catalyze a new leadership model that places humanity at the heart of business purpose and rejects the pursuit of profit without principles.

Encouragingly, we are on the point of breakthroughs that will help us deliver the world we want and need — a world in which we truly love where we live and work. Within our reach is a future where global inequality gaps are closed, inclusion is embraced as a driver of innovation and businesses thrive with accountability and integrity at their core.

If we lead together, we can restore trust, "right the rules" of the modern economy and achieve a just transition to a climate neutral, people- and nature-positive future.

Our ambition and optimism are high, and the role for business is clear. We can build a better world if leaders everywhere commit to bold and collaborative actions, today.

## HOW WILL YOU CHOOSE TO LEAD?

**Halla Tómasdóttir**  
CEO, The B Team

**Jesper Brodin**  
CEO, Ingka Group  
Chair, The B Team

# FORGING A NEW PATH FOR BUSINESS 2013-2015



The B Team launches on June 13, 2013 with 16 global leaders, unified in their commitment to **catalyzing a better way of doing business**

Co-founders Sir Richard Branson and Jochen Zeitz alongside Shari Arison, Gro Harlem Brundtland, Kathy Calvin, Arianna Huffington, Dr. Mo Ibrahim, Guilherme Leal, Strive Masiyiwa, Dr. Ngozi Okonjo-Iweala, François-Henri Pinault, Paul Polman, Mary Robinson, Ratan Tata, Zhang Yue and Professor Muhammad Yunus

WE MEAN  
BUSINESS  
COALITION 

Announces the launch of the **We Mean Business Coalition**, a collaborative effort to solve the climate crisis



Partners with Virgin Unite to create the **100% Human at Work initiative**, which has grown to more than 500 organizations fostering new ways of working



Assists with establishing the **Capitals Coalition**, a global multi-stakeholder collaboration to harmonize approaches toward natural capital

 **CAPITALS  
COALITION**



Stands with activists and protesters at the People's Climate March, demanding **global action on climate and the protection of women's rights**



Leads the private sector in calling for a **just transition to net zero by 2050**



Joins task forces on anti-corruption, climate and financing for economic development within the **B20**, the official G20 dialogue forum representing global business



Marc Benioff, Sharan Burrow, Bob Collymore and David Crane **join The B Team**



Blake Mycoskie **joins The B Team**



Co-organizes business leaders in urging governments to take **bold climate action at COP21** in Paris



Spotlights the central role of business in **achieving the UN Sustainable Development Goals (SDGs)**



# PARTNERING FOR IMPACT

## 2016-2018



B Team Leaders participate in the **Business and Sustainable Development Commission** to accelerate cross-sector progress on the 2030 Agenda for Sustainable Development



Oliver Bäte, Yolanda Kakabadse, Andrew Liveris and Arif Naqvi join **The B Team**

**BUSINESS NETWORK** ON CIVIC FREEDOMS & HUMAN RIGHTS DEFENDERS

Joins leadership of the **Business Network on Civic Freedoms and Human Rights Defenders**, which today boasts nearly 50 member companies

## Open Ownership



Co-creates **Open Ownership**, the first initiative wholly dedicated to ending anonymously owned companies and establishing a global norm of beneficial ownership transparency



Christiana Figueres and Mats Granryd **join The B Team**



Credit: Chris Farber

Co-publishes **Getting Climate Smart**, a primer for strengthening climate competence in corporate boardrooms



Credit: Chris Farber

Provides companies with operational advice on how to implement a just transition in **Just Transition: A Business Guide**



Credit: WEF / Michael Wuertenberg



Emmanuel Faber, Isabelle Kocher de Leyritz, Indra Nooyi and Hamdi Ulukaya **join The B Team**



Credit: One Young World

Highlights the positive link between civic rights and healthy economies in **The Business Case for Protecting Civic Rights**



Releases **Ownership Is Everyone's Business** and forms a multi-stakeholder working group to advocate for company ownership transparency



Launches **The B Team Responsible Tax Principles** to forge new consensus on corporate tax policy and practice





Credit: Global Commons Alliance

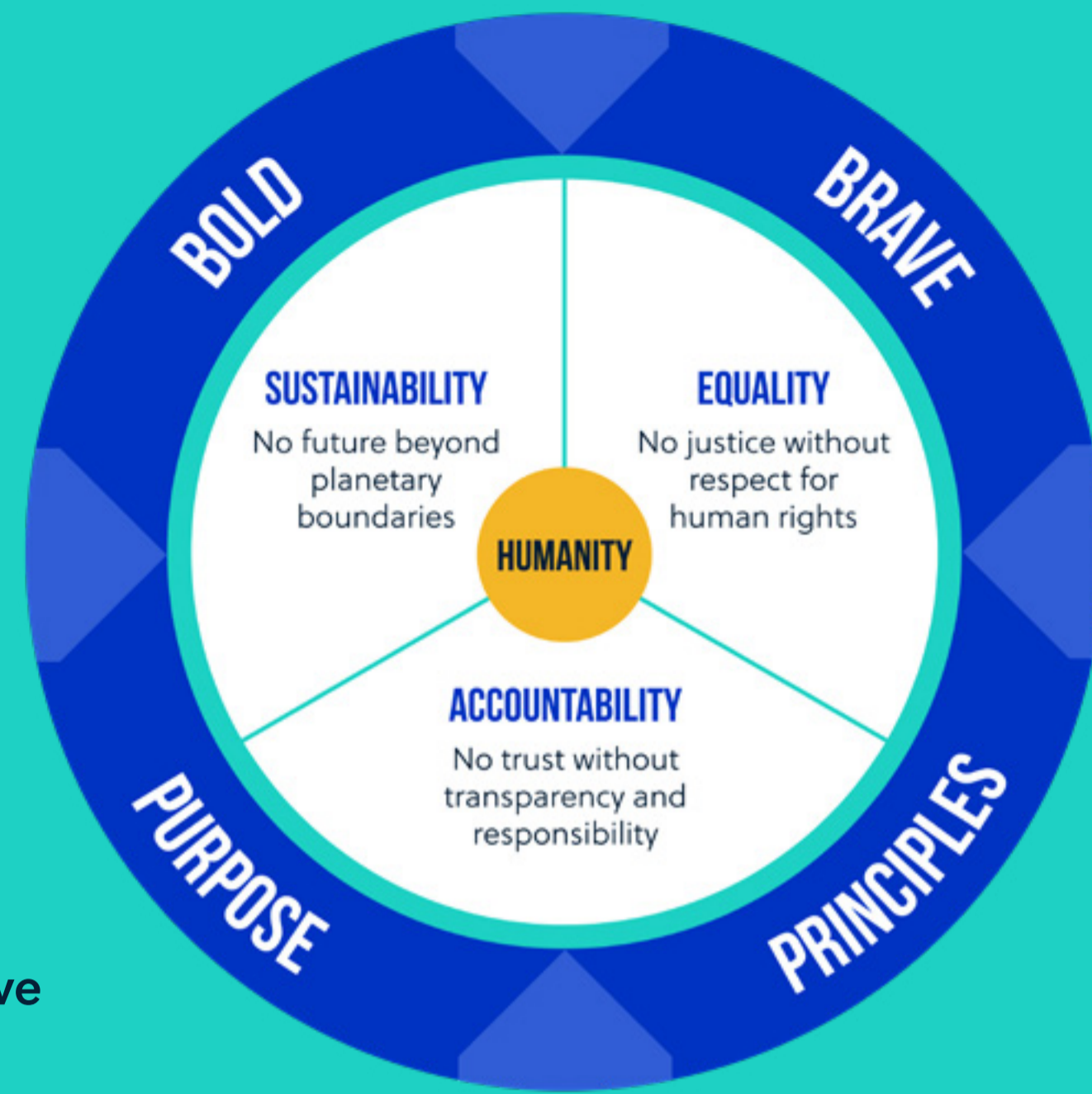
# LEADING WITH HUMANITY AT THE HEART 2019-2020



B Team Leaders catalyze the creation of the [Net-Zero Asset Owner Alliance](#), a UN-convened group of 80+ institutional investors committed to transitioning their portfolios to net-zero emissions by 2050



Ajay Banga  
joins The B Team



Co-creates a new organizational strategy, titled [Bold Vision, Brave Action](#), which orients B Team efforts toward building an inclusive economy by 2030



Publishes [Gender Balance and Inclusive Cultures](#), a guide for CEOs seeking to improve corporate culture, support employees and make their business more profitable in the long term



Supports the [Africa Donor Collective](#) and related efforts to rally support for global vaccine equity



The B Team Australasia supports formation of the [Australian Climate Leaders Coalition](#), which has grown to more than 50 members and developed a first-of-its-kind Scope 3 Roadmap for CEOs



Jesper Brodin, André Hoffmann, Hiro Mizuno, Torben Möger Pedersen and Jean Oelwang [join The B Team](#)

# CATALYZING NEW LEADERSHIP 2021-2023



Joins 150+ leaders in urging US President Joe Biden to become "the climate President"



Mobilizes business support for the human right to a clean, healthy and sustainable environment, which the UN General Assembly voted to recognize the following year



Rallies business to take a stand on Myanmar's military coup, reflecting growing business voice on human rights



Releases the New Leadership Playbook to promote future-fit business leadership



Partners with leaders of climate vulnerable nations at COP26, calling on developed nations to make good on their US\$100 billion climate finance pledge

Former Danone CEO to chair global climate disclosures body

By Huw Jones - December 16, 2021 10:33 AM GMT - 1 Updated a year ago



B Team Leader Emmanuel Faber is named inaugural chair of the International Sustainability Standards Board



Generates international headlines with the release of a landmark report on the destructive extent of environmentally harmful subsidies



Convenes 200+ stakeholders from across 50+ countries for Europe's Energy Earthshot, a whole-of-system design process for catalyzing Europe's energy transformation



WTO appoints B Team Leader Dr. Ngozi Okonjo-Iweala as its first female Director-General



Ester Baiget, Van Jones, Ilham Kadri and Joseph D. Kenner join The B Team



Stands in solidarity with the people of Ukraine following Russia's unprovoked invasion, calling on multinationals to suspend business and investment activities in Russia



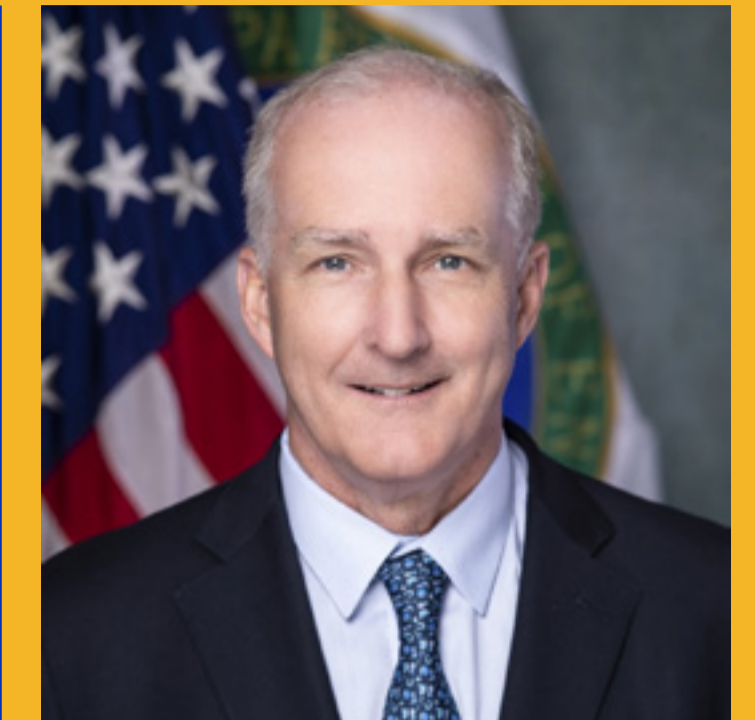
Co-creates [Energy for a Just Transition](#), a collaboration of nine energy companies integrating just transition principles into their sustainability strategies and practices



Secures the International Finance Corporation's endorsement of [The B Team Responsible Tax Principles](#)



Juan Carlos Mora Uribe and Jacqueline Novogratz join [The B Team](#)



B Team Leader [David Crane](#) is confirmed to serve as Under Secretary for Infrastructure at the [US Department of Energy](#)



Champions [private sector support for the ISSB](#) and a global baseline of sustainability disclosure standards



Organizes hundreds of business executives, civil society leaders and climate experts in support of a [statement urging governments at COP27 to limit global temperature rise to 1.5°C](#)



B Team Leader [Ajay Banga](#) is selected President of the [World Bank](#)



# RADICAL COLLABORATION

**It will take more than traditional approaches and isolated efforts to address the world's many challenges. Radical collaboration between the private sector, governments and civil society can break down silos and provide a platform for collective action.**

**Building trust through honest dialogue, leaders can align their strengths, forge unconventional partnerships and affect transformative change at scale. When all stakeholders come together, better outcomes are possible.**

At its core, The B Team is a decade-long exercise in radical collaboration. The founding B Team Leaders came together in 2013 to discuss the role and responsibility of the private sector in addressing the world's most pressing problems. They envisioned business and civil society leaders working together to catalyze a better way of doing business.

Throughout the years, B Team Leaders have consistently supported and challenged one another. Individual, brave actions – from Mary Robinson's leadership on climate justice to Ilham Kadri's commitment to inclusion, and from Paul Polman taking on short-termism to Mo Ibrahim's campaign to end global corruption – have inspired greater ambition within the collective. For some, bold leadership has cost them their jobs.

B Team Leaders understand that successfully navigating the future will take everyone coming together: business leaders, public officials and policymakers, civil society, young people and more. Economic and social systems change requires a global movement of collaborative changemakers.

With its dedication to multi-stakeholder engagement, The B Team is uniquely equipped to play the role of bold convener. B Team Leaders recognize the value in bringing together actors who may be at odds on matters that demand meaningful collaboration, like climate action, subsidy reform and the protection of human rights. In this spirit, The B Team curates spaces for honest dialogue and bridge building. ▶



Credit: Bellyfire Productions

The B Team also strives to put wind in the sails of mission-aligned coalitions. The [We Mean Business Coalition \(WMBC\)](#), [Business Network on Civic Freedoms and Human Rights Defenders](#) and [Open Ownership](#) are just a handful of initiatives The B Team has helped to mobilize. More than 10,000 companies are taking climate action today through WMBC and its partners' initiatives. Approximately 40 major multinationals from a broad range of industries participate in the Business Network's efforts to identify where, and how, businesses can take the lead in remedying threats to human rights. Since 2017, Open Ownership has collaborated with nearly 40 countries to accelerate implementation of beneficial ownership reforms.

The B Team and Virgin Unite, under the leadership of B Team Leader Jean Oelwang, are also marshaling cross-sector commitments to build a more humane world of work. Launched in 2014, [100% Human at Work](#) has collaborated with 500+ companies and organizations (and counting) across six continents. ▶



“It is going to take all of us working together with honesty, compassion and respect for each other to deliver the changes we need.”

[Christiana Figueres](#)



In addition to these long-standing initiatives, The B Team has not shied away from acting in response to global events. As the world began to emerge from the Covid-19 pandemic in 2022, war returned to Europe, sharpening The B Team's focus on the continent's energy system. The B Team organized and co-hosted [Europe's Energy Earthshot](#), a three-day design process involving 200+ multi-sector stakeholders committed to accelerating Europe's just transition to clean energy.

Emerging from this process, The B Team is now collaborating with African and European stakeholders to unlock equitable capital for Africa's energy future. An Africa-Europe Earthshot is underway, backed by a collective of organizations with the influence and credibility to advance the agenda in Africa and beyond. ▶

**“Whatever the scale of your business, no single company can solve climate change, plastics in the oceans, deforestation, human rights abuse, the undermining of democracy or any other global issue. Leaders and decision-makers must focus on improving their organizations, of course, but we must also work across industries and with governments and civil society to drive the systemic change our world needs.”**

Paul Polman



Within business, there is a real need to uplift the voices of historically underrepresented groups, including young people, and center their participation within strategic planning discussions. From The B Team's earliest days, co-founders Sir Richard Branson and Jochen Zeitz prioritized intergenerational dialogue, meeting with young leaders and entrepreneurs to solicit their input on the evolving role and responsibility of business in society.

A gathering of global CEOs and young climate activists convened by The B Team, IKEA and Purpose in 2019 inspired Ingka Group (IKEA) to form its Young Leaders Forum, which now advises on company strategy. These actions have prompted other leaders to embed a multigenerational approach across their companies and organizations — including The B Team, which now invites young leaders to participate in its Annual General Meetings and other convenings.



# TIME TO BE BOLD

We have to listen, learn and work together to find our way forward. Common ground breeds trust and a shared vision for action. Radical collaboration enables us to see these possibilities, to solve problems and seize opportunities.

Rather than pointing fingers, let's commit each day to building on-ramps to our mission and work — the vital work of protecting our planet and co-creating a just, inclusive and thriving society.

# RIGHTING THE RULES



**Outdated corporate norms continue to value profit over people and prioritize short-term gains over resilience and long-term performance. To set the private sector on a more sustainable and inclusive path, a fundamental reset of the rules under which business operates is needed. Governments must act boldly to enact new policies, motivating economic actors to measure what truly matters and disclose it transparently. Encouraging signs are afoot as more companies embrace sustainability, accountability and stakeholder engagement.**

Across the last decade, The B Team has campaigned to “right the rules” of business and the global economy. At first this took the form of ambitious, though largely voluntary, efforts to strengthen corporate accountability. Underlying this approach was a belief in voluntary efforts as a testing ground for innovation and new corporate norms. The B Team has also called for public policy reforms that level the playing field and orient business toward transparency, responsibility and long-term performance.

In a 2014 open letter to G20 leaders, several B Team Leaders called out anonymous shell companies as vehicles for corruption, prompting The B Team to advocate for transparency of company ownership. The April 2016 release of the Panama Papers reinforced beneficial ownership transparency as a policy prescription for combating fraud, tax evasion and money laundering.

B Team-affiliated companies like Natura &Co and Unilever were among the first in the world to identify their beneficial owners, and The B Team soon developed resources and convened workshops to mobilize support among private sector leaders. The B Team also collaborated on the development and launch of [Open Ownership](#) — now the leading independent organization promoting a global norm of beneficial ownership transparency — and raised ambition within the G20 Anti-Corruption Working Group and its B20 counterpart. ▶



“**Accountability is about accepting responsibility for our actions and being transparent about the results.**”

Dr. Mo Ibrahim



Credit: Spirited Pictures

In 2017, following a meeting with Oxfam International executive director Winnie Byanyima, B Team Leaders including Bob Collymore, Dr. Mo Ibrahim, Dr. Ngozi Okonjo-Iweala and Paul Polman urged The B Team to engage on tax, pointing out that tax was a missing link in its accountability agenda. Traditionally viewed by business as a cost to minimize, tax is an investment in infrastructure and the future — critical to tackling inequality and achieving the UN Sustainable Development Goals.

The B Team then embarked on a year of intensive consultations with companies, investors, civil society and corporate tax experts. In 2018, [The B Team's Responsible Tax Principles](#) were born. What started as a working group of nine company signatories has since expanded to more than 25 multinationals, including B Team-affiliated companies and organizations Allianz, Danone, Engie, GSMA, Ingka Group (IKEA), Natura &Co, Novozymes, PensionDanmark and Unilever. Widely referenced by the Big Four accounting firms, the International Finance Corporation (IFC) and the Organization for Economic Co-operation and Development (OECD), the Responsible Tax Principles are today one of the most respected standards worldwide for companies pursuing a responsible tax journey. ▶

These efforts coincided with steps by the European Union to require ownership disclosure by companies. In partnership with the FACT Coalition, B Team Leaders publicly urged passage of the US Corporate Transparency Act, which became law in 2021. Similar efforts were successful in Canada and other jurisdictions, signaling a tipping point in the global fight against corruption.

The B Team’s advocacy for greater corporate transparency also extends to sustainability disclosures. In recent years, B Team Leaders have organized in support of ambitious sustainability reporting standards, providing early endorsement of the International Sustainability Standards Board (ISSB)

Launched at COP27 in 2021 and led by B Team Leader Emmanuel Faber, the ISSB is developing a global baseline of sustainability disclosure standards so that reporting is comparable across industries and geographies. From their vantage point in the investor community, B Team Leaders Oliver Bäte, Hiro Mizuno and Torben Möger Pedersen have stressed the importance of a common language that enables investors to assess companies’ sustainability risks and opportunities.

In partnership with the OECD, World Economic Forum, World Benchmarking Alliance and others, The B Team has built support for ISSB standards among policymakers in key jurisdictions and helped connect the dots toward widespread adoption.

**“Trust has become our primary currency.”**

Oliver Bäte

At the heart of The B Team’s efforts is the relationship between business and people — employees and customers, impacted communities and future generations. The foundation of this relationship is respect for human rights in alignment with the UN Guiding Principles on Business and Human Rights. B Team Leaders often promote the role that business can play in standing up for people, rights and opportunity — from Sharan Burrow’s fight to protect workers to Hamdi Ulukaya’s advocacy for refugees to Joseph D. Kenner’s leadership on inclusive hiring practices.

The B Team has backed EU legislation on mandatory human rights due diligence and mobilized business community support for the human right to a clean, healthy and sustainable environment, which the UN officially recognized in 2022. B Team Leaders have also spoken up in defense of democratic values — and called on business leaders to do the same — following the 2021 military coup in Myanmar and Russia’s unprovoked invasion of Ukraine in 2022. ▶



Credit: Climate Finance Day



Credit: Tent Partnership for Refugees

# TIME TO BE BOLD

Nothing about the inherent nature of business dictates that environmental damage and poor labor standards are prerequisites to profit. Let's lead by example, individually and collectively, to align incentives, shift corporate norms and redefine success beyond financial metrics. We unlock the best in ourselves and across the private sector when we lead with our humanity, demonstrating that a better way of doing business is possible. Successful stewardship of business can exist alongside responsible stewardship of our workforces, communities and planet.



**LOVE  
WHERE  
WE  
LIVE**





**More and more business leaders are awake to climate breakdown, nature loss and the degree to which these interconnected crises exacerbate inequality. Responsible leaders understand that bold action is needed in this decade to sustain planetary health. Green shoots of progress are multiplying — signs of hope that a safe, sustainable and just future for all remains within reach. Future generations are counting on it.**

Since its launch a decade ago, The B Team has embraced its role as the tip of the spear across the private sector, catalyzing new leadership on climate, nature and equality. In 2014, Christiana Figueres — then the executive secretary of the UN Framework Convention on Climate Change — called on B Team Leaders to set the tone for COP21 in Paris.

Joining activists, civil society organizations and leaders of climate vulnerable nations, The B Team stepped forward as one of the first business-focused organizations urging governments to limit global heating to 1.5°C and achieve net-zero emissions by 2050.

These goals exceeded what policymakers and many in the scientific community believed to be politically feasible at the time. B-Team affiliated early movers Safaricom, Natura &Co, Unilever, Kering, Virgin Management and Salesforce set targets to match this ambition. United in a commitment to worker rights and livelihoods, The B Team joined with unions to make the business case for a just transition to a low-carbon economy.

Unanimous passage of the 2015 Paris Climate Agreement, which included a reference to just transition in the final text, heralded a defining moment for global climate action. ▶



Credit: Joshua Cogan

**“There are no jobs on a dead planet.”**

Sharan Burrow

In the years following Paris, more businesses set net-zero goals and committed to science-based targets on climate, yet many struggled to account for the impact of these efforts on workers and the communities in which they operate.

So B Team Leaders took action to find the answers. Partnering with the Just Transition Centre in 2018, The B Team published the first-ever [business guidelines on a just transition](#), complete with operational advice, analysis of risks and opportunities and step-by-step guidance for engaging with workers, unions and governments.

The guidance raised the bar for corporate climate action and planted the seeds for future initiatives: development of a [just transition pledge for the energy sector](#) (announced at a UN Climate Summit heads of state session); a targeted campaign to boost [climate competency in corporate boardrooms](#); and, most recently, the formation of [Energy for a Just Transition](#), a collaboration (co-led with BSR) of nine energy companies integrating just transition principles into their climate strategies.

From the G7 to the G20, COP21 to COP27, B Team Leaders have shown up to raise ambition and urge brave action on behalf of people and the planet. In 2017, The B Team co-led an effort by CEOs and unions protesting US withdrawal of the Paris Agreement. At COP27 in Sharm El Sheikh, Egypt, The B Team, in collaboration with the International Chamber of Commerce and WMBC, organized more than 200 of the world's largest businesses, civil society groups and prominent voices on climate in calling on governments to "uphold their commitment to keep global temperature rise to 1.5°C." ▶

“We need to fund our future, not the past. Across the world, we need policies and regulation that incentivize the shift from fossil-based solutions to green alternatives. Let’s work together to make it happen.”

Ester Baiget



In February 2022, The B Team and Business for Nature published a groundbreaking study on the startling extent of environmentally harmful subsidies. The uncomfortable truth: Governments spend at least US\$1.8 trillion a year — equal to 2% of global GDP — on subsidies that are accelerating the destruction of our natural world.

The study garnered international headlines and ultimately influenced the language and ambition of the Global Biodiversity Framework, which nations of the world adopted at the UN Biodiversity Conference (CBD COP15) in Montréal.

Alongside a decade of advocacy, B Team Leaders have made meaningful progress within their own companies, prioritizing net-zero and just transition goals. Many are driving trailblazing, sector-level efforts. Brazilian cosmetics group Natura &Co and co-founder Guilherme Leal made history in 2014 as the first public company to achieve B Corp status; today, it's the world's largest B Corporation. Allianz CEO Oliver Bäte and PensionDanmark CEO Torben Møger Pedersen were instrumental in the 2019 creation of the UN-convened Net-Zero Asset Owners Alliance (AOA), which has since grown to 84 institutional investors with a combined US\$11 trillion in assets. Mobile trade association GSMA, led by Mats Granryd, developed a new 1.5°C target-setting methodology for the mobile industry in 2020, becoming the first sector to achieve a "breakthrough moment" as part of the UN's Race to Zero campaign.



Credit: Bellyfire Productions



Credit: American Public Power Association

# TIME TO BE BOLD

Seven years remain in which to achieve the SDGs and deliver on the promise of Paris. We have the tools, capital and capacity to transition the global economy to clean energy and preserve the beauty and function of our natural world.

Leaders must now summon our collective will and put our commitments into action. Let's lead with stubborn optimism and co-create a world where we can all love where we live.



# ORGANIZATIONAL SUSTAINABILITY

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.

The B Team's principles — sustainability, equality and accountability — are at the heart of its operations and organizational culture.

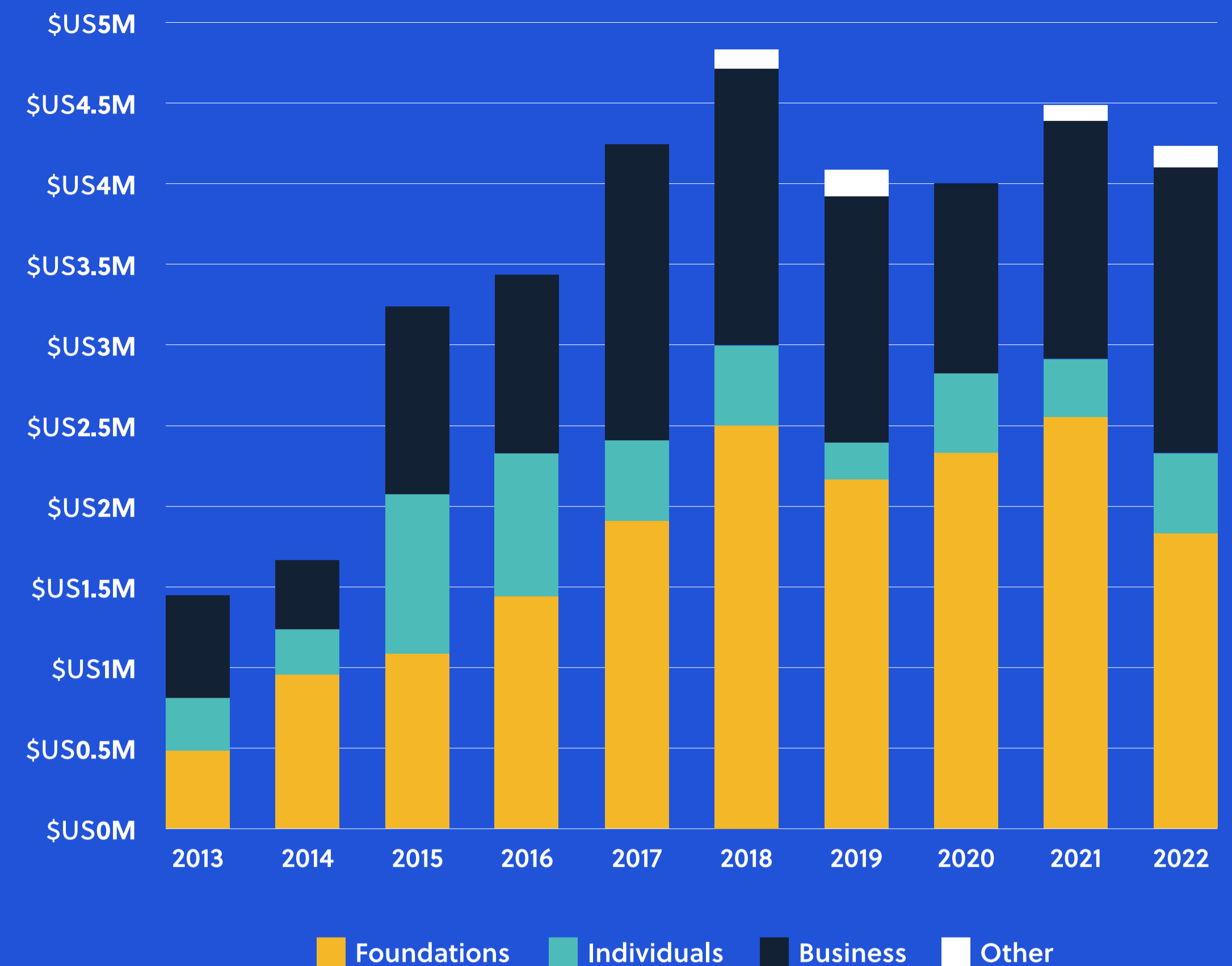
## GOVERNANCE

The B Team is a 501(c)(3) charity, headquartered in New York City with two subsidiaries, one in London, UK and one in Berlin, Germany (a gGmbH). B Team Leaders set the strategic direction for the organization, with a subset of Leaders forming the Board. Jesper Brodin is chair of the Board and Sharan Burrow is vice-chair; they are supported by Audit and Nominations committees.

## FINANCES

The B Team is grateful to its [partners and funders](#), whose contributions sustain its work and impact. For 10 years, The B Team has collaborated with a range of foundations, individuals and other partners. Incubation support from [Virgin Unite](#) and an initial Founders Circle, established in 2013, were critical in shaping the organization. Many B Team Leaders contribute core resources, covering 35-45% of annual operating costs.

This graph shows how revenue has changed over time, as well as the balance of foundation, corporate and individual support each year.



“In the past, business thought its only job was to make money. Today, with global challenges multiplying, this belief is flawed. At The B Team, we believe that business leaders and entrepreneurs have an important role to play in partnership with governments and civil society — making a difference for people and the planet alongside profit. Only together will we solve the world's greatest problems.”

Sir Richard Branson

## B TEAM LEADERS OVER THE YEARS

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Sir Richard Branson (co-founder); Jochen Zeitz (co-founder); Shari Arison; Ester Baiget; Ajay Banga; Oliver Bäte; Marc Benioff; Jesper Brodin; Gro Harlem Brundtland; Sharan Burrow; Kathy Calvin; Bob Collymore; David Crane; Emmanuel Faber; Christiana Figueres; Mats Granryd; André Hoffmann; Arianna Huffington; Dr. Mo Ibrahim; Van Jones; Ilham Kadri; Yolanda Kakabadse; Joseph D. Kenner; Isabelle Kocher de Leyritz; Guilherme Leal; Andrew Liveris; Strive Masiyiwa, Hiro Mizuno; Juan Carlos Mora Uribe; Blake Mycoskie; Arif Naqvi; Indra Nooyi; Jacqueline Novogratz; Jean Oelwang; Dr. Ngozi Okonjo-Iweala; Torben Möger Pedersen; François-Henri Pinault; Paul Polman; Mary Robinson; Ratan Tata; Hamdi Ulukaya; Zhang Yue; Professor Muhammad Yunus.

## ACKNOWLEDGEMENT

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The B Team's impact would not be possible without the enormous contribution of its staff and many partners, including the "Worker B" community — individuals who work within B Team-affiliated companies and organizations — whose commitment and collaboration are critical to the success of The B Team's holistic agenda.



**“I believe every business has the opportunity to find that sweet spot that helps it transform — to have a positive impact for your shareholders, your employees and the environment at the same time. This is about trying to consciously reduce our footprint. Everyone can do that.”**

**Jochen Zeitz**

# BUILDING A WORLD WHERE WE LOVE WHERE WE LIVE AND WORK

