



2025-2026 Biennial Plan

July 2024

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1. Introduction

A new way of working towards 2030

In 2024, WBA completed its first major institutional milestone. We assessed the contribution of the world's 2,000 most influential companies in achieving the UN Sustainable Development Goals (SDGs). Working towards this goal over the past six years has taught us many things. We learned what it takes for us, as an organisation, to be able to deliver methodologies, benchmarks and insights that are rigorous and valuable. We learned how to work with our Allies and partners to transform these findings into action; we are now beginning to understand the collective effort required to transform companies in line with the global agendas, as outlined in the SDGs, the Paris Agreement and the Global Biodiversity Framework.

We used these learnings to evolve in our mission, theory of change, research approach and organisational development. With this two-year plan, we articulate the implications of this evolution and set out the aspiration towards 2030.

New mission statement

We measure how businesses impact people and planet, so that together we can hold companies accountable for contributing to sustainable development.

The new mission statement marks an evolution for WBA in the organisation's understanding of what kind of change is truly needed. We moved from a narrative that evolves around the role companies *could* play in creating sustainable development and the need to *incentivise* this behaviour towards a narrative centred around corporate *responsibility* and *accountability* for creating sustainable development.

The new mission statement seeks to capture what we do: *we measure how businesses impact people and planet* and why we do it: *so that together we can hold companies accountable for contributing to sustainable development*. The emphasis on 'together' refers to the notion that strengthening corporate accountability requires a truly collective effort, one that involves our allies, financial institutions, governments, leading companies and society at large.

Updated Theory of Change

Our updated Theory of Change (ToC) provides a clearer and more straightforward reflection of the impact pathways we aim to pursue, together with our allies and partners, to better articulate the impact we seek to create: *improving the lives and environment of those most directly impacted by companies*. By deepening our understanding of the *footprint* of the 2,000 companies we assess, in terms of their emissions, workforce, supply chains, land-use, as well as the reach of their products and service, will be able to identify who these people are, where they live, what they need and how companies are meeting or undermining their needs.

The new rhythm

In 2024, we laid the foundation for a new research and publication rhythm. In 2025, we will assess all 2,000 SDG companies and then release all of our benchmarks, scorecards and datasets simultaneously in January 2026, and biennially thereafter. Working in this way will make us more efficient; we'll be

able to dedicate our research teams' time in the year after publication to activities that help drive impact, such as conducting deeper research to produce insights in support of our communication and engagement activities. Furthermore, this new approach will give us more opportunities to automate our research processes and reap the benefits of new technological developments.

Working towards one launch every two years will make us more predictable, for companies as well as Allies, investors and the media. 2026 will be the first year of trying out new institutional and thematic engagement and communications approaches in addition to our ongoing efforts in each of the seven transformations.

Organisational development

To deliver and create the impact as set out in this two-year plan, the organisation will need to grow. To minimise the needed growth in budget and people, we will invest in digitisation and learning, working as well through Allies and other partners.

We will continue developing as a globally diverse and inclusive organisation where people can work wherever they live. For all WBA employees, we aim to foster a workplace that is psychologically safe while challenging people to learn and develop. Our functional and people leads will play an important role in creating this environment; we will therefore continue to invest in their development in the next two years. This will be done through our Learning Agenda and planned Learning Rhythm (see chapter 11).

All of this will take place in a world that feels increasingly volatile and polarised. Acknowledging this brings about both uncertainty and anxiety, as well as urgency and determination to deliver on our mission. Against this backdrop, we remain grateful for the continued support of our strategic partners, people, Allies and the companies that are showing the way forward.

2. New Mission Statement

'We measure how businesses impact people and planet, so that together we can hold companies accountable for contributing to sustainable development.'

This mission seeks to capture what we do: *we measure how businesses impact people and planet*. It also references why we do it: to *hold companies accountable for their contribution to sustainable development*. The emphasis on *together* refers to the notion that strengthening corporate accountability requires a truly collective effort. One that involves our allies, financial institutions, governments, leading companies and society at large.

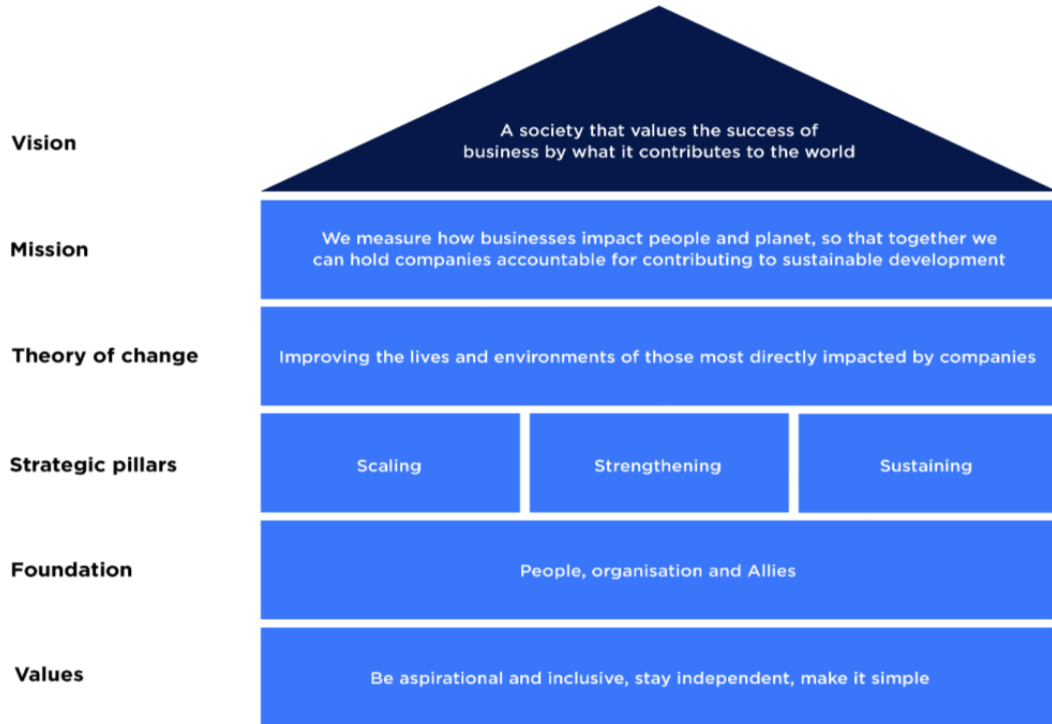
We believe this mission statement is true to our values: it's simple (straightforward), inclusive (people and planet, together) and aspirational (to hold the world's most influential companies accountable).

Further consideration given to our new mission statement includes:

- We emphasise both people and planet to acknowledge both the environmental and social side of our work.
- We compromise on brevity to extend to 'hold companies accountable' into 'for their contribution to sustainable development'.
- Sustainable development references the UN, SDGs and other global agendas. (Once we enter a post-2030 world, this part of our mission might evolve again.)
- We refrain from using the word 'future', as it was determined that this might distract from the impact companies have today.
- We keep the focus on 'measure', while keeping in mind that it doesn't reflect all that we do.
- We refer to 'together'. We don't explicitly refer to our allies or to any other specific group like investors or policymakers, but chose this word to encompass them all.
- We bring in the idea of *accountability*, since *helping to close the corporate accountability gap* is at the core of our strategy and narrative.
- By referring to 'contribution' we seek to acknowledge the essential role business can play in contributing to sustainable development.

As a result of our new mission statement, our updated Strategy House looks as follows:

Strategy House



3. Updated Theory of Change

WBA’s Theory of Change (ToC) sits at the core of what we do at WBA and explains how and why our research and engagement contributes to change. It describes the impact we’re looking to achieve and the path towards it. It helps to provide focus, set priorities, take specific action and evaluate each accordingly.

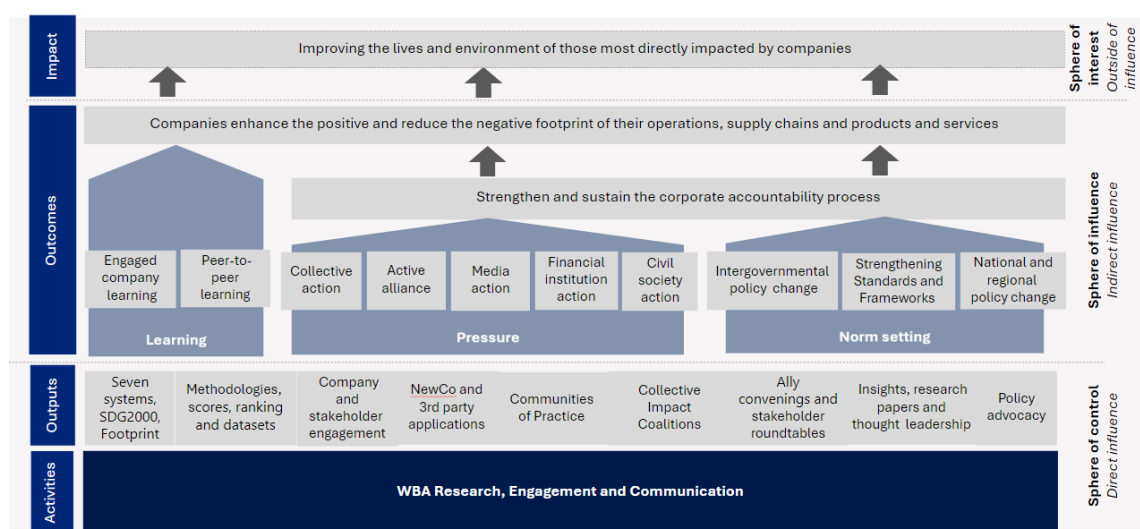
For a Theory of Change to remain relevant it needs to be updated regularly. Our last ToC update was made in late 2021. Since then, we have started to work more closely with stakeholders to hold companies to account and have learned more about our influence and impact through our own monitoring and evaluation activities including, importantly, our 2023 independent evaluation. Taking these insights and learnings into account, we have worked on updating our Theory of Change to better reflect the different impact pathways as well as WBA’s role in strengthening the corporate accountability process. We set 2024 as the date to update the ToC and corresponding Results Management Framework (RMF) (below) in order to have them in place for the start of 2025, to correspond with the implementation of the new working rhythm. Key inputs for the revision included:

- Insights from our ongoing monitoring and evaluation activities
- The independent evaluation carried out in 2023
- Our new strategy ‘helping to close the corporate accountability gap’ (2024 – 2028)
- Feedback from employees, as well as funders and other key stakeholders

Following these consultations and feedback, we have a finalised draft of the Theory of Change, pending review of the board. Our updated ToC recognises that, for companies to transform, we need to strengthen corporate accountability by making the global agendas consequential to companies. When successfully strengthened, it can significantly improve the lives and environments of those most directly impacted by companies.

Our Result Management Framework (RMF) has been updated accordingly.

Figure 2 – WBA Theory of Change



4. Institutional Accountability Framework

Our strategy 'Closing the Corporate Accountability Gap, Together' (2024 –2028) has been updated to reflect the new rhythm for research and publication. The main structure is still the same around Scaling, Strengthening, Sustaining and People and Organisation. The strategy has now been translated into an Internal Accountability Framework. This framework connects our aspirational goals to critical success factors. Critical success factors are the objectives that need to be accomplished in order to fulfil our goals.

The institutional Accountability Framework below has been translated to functional accountabilities as well as to each role in WBA. The corresponding key performance indicators are linked, as much as possible, to existing measurements, such as our Results Management Framework, the Annual Learning and Development survey among staff and our Financial reporting. The key performance indicators help us measure progress and performance, as an institution as well as on an individual level.

Scaling

ASPIRATIONAL GOALS	CRITICAL SUCCESS FACTORS
We engage and collaborate with a growing number of globally diverse multi-stakeholders.	<ul style="list-style-type: none"> • Our Alliance membership grows to include all global regions and stakeholder types in a balanced fashion. • Growing numbers of companies engage on their performance on sustainable development.
We publish corporate benchmarks predictably, efficiently and at scale.	<ul style="list-style-type: none"> • Our benchmark methodologies and scoring guidelines become simpler, clearer and more harmonised. • Our benchmark process is increasingly automated and digitised.
Our benchmark data is widely disseminated.	<ul style="list-style-type: none"> • Our detailed benchmark data and documentation are published transparently. • Our data and research products can be easily accessed by stakeholders.

Strengthening

ASPIRATIONAL GOALS	CRITICAL SUCCESS FACTORS
<p>Our methodologies, insights and results create clarity for companies and are used as a roadmap for change.</p>	<ul style="list-style-type: none"> • Companies use our benchmark methodologies as a guide for their strategies and priorities. • Our (benchmark) insights influence the views of stakeholders as well as public opinion.
<p>Our methodologies, insights and results are used by key stakeholders to hold companies to account.</p>	<ul style="list-style-type: none"> • Stakeholders engage with us during the benchmarking cycle. • Stakeholders use our methodologies, insights and results to inform (collective) action to change company behaviour.
<p>We bring the voice and needs of those most impacted by companies into the corporate accountability process.</p>	<ul style="list-style-type: none"> • Our methodologies for assessing companies evolve with the needs of those most impacted by companies, particularly those living in developing countries. • Our engagement and communications include and amplify the voice of those impacted by companies or bring it to those that can legitimately speak on their behalf.

Sustaining

ASPIRATIONAL GOALS	CRITICAL SUCCESS FACTORS
<p>We ensure corporate accountability is included in the post-2030 Agenda.</p>	<ul style="list-style-type: none"> • We are making sure stakeholders acknowledge the necessity of corporate accountability in achieving the global agendas, including the understanding all stakeholders are required in the process. • We establish a high-level Group on Corporate Accountability, recommending pathways to integrate Corporate Accountability into the intergovernmental system.
<p>We are recognised as a centre of expertise on corporate accountability for sustainable development.</p>	<ul style="list-style-type: none"> • We have an external profile as a thought leader on corporate responsibility, transparency and accountability. • We become a widely cited source of knowledge on corporate accountability for sustainable development.

People and Organisation

ASPIRATIONAL GOALS	CRITICAL SUCCESS FACTORS
We are agile in our operations and responsive to the constantly changing and complex sustainability world.	<ul style="list-style-type: none">• We have a supportive learning environment.• We are an organisation with diverse talents, reflecting the global and multistakeholder nature of our work.• We have a culture in which we appreciate each other's differences, live up to our values and apply the principles of a TEAL organisation.
Our organisation is healthy, viable and resilient.	<ul style="list-style-type: none">• We are financially stable.• We focus on maximising impact, efficiency and effectiveness.• We demonstrate good stewardship of the organisation and its people.
We are accountable for our impact.	<ul style="list-style-type: none">• We measure, evaluate and learn and adapt our activities and outputs accordingly to maximise our impact.• We follow the rule of radical transparency in how we work and what we do.

5. Transition Working Groups

Introduction

The shift to a new working rhythm, which will involve assessing all companies in each WBA transformation. This will require us to find new processes and approaches, as well as developing a new mindset. We established four transition working groups to oversee these changes and ensure not only that we have the necessary workflow, people, products and tools in place to implement the new way of organising our work, but also so that we can also maximise the opportunity created by the full release of the SDG2000 results while maintaining a seven-systems transformation approach. We intend to utilise the transition to drive greater positive impact for those people most directly impacted by companies, while at the same time ensuring that our own people have clarity and are comfortable with these upcoming changes.

Each working group has its own objective, workstreams and timeline, which is reflective of the needs of each function to deliver according to our strategy. We believe these working groups will play a pivotal role in ensuring a strong impact focus in everything we do, will contribute to building capacity and facilitating learning both internally as well as through and within the Alliance and will ensure the benchmarking and engagement process will be streamlined for companies.

i. Plans for the WBA-wide launch in 2026

This working group was established to maximise the opportunity to publish all the SDG2000 results at once while maintaining a rhythm for the seven systems transformations. The transition to a new rhythm gives us many opportunities to rethink the way we work and strengthen our communications towards companies and stakeholders. This working group is focusing on what is needed for a successful launch in January 2026 and how to keep the momentum afterwards for our data and insights across all transformations. A lot of decisions and ideas have come together in 2024, but 2025 is crucial for delivering and preparing for the launch in January 2026.

In 2025, our priorities for the working group are as follows:

- Support the communications and SDG2000 team in their campaign to create momentum throughout the year to foster interest in the SDG2000 companies, and the impact and influence they have, through the sharing of our 'footprint' data.
- Develop the elements of a successful launch and start executing our communications and engagement plan.
- Further define how existing engagement, communication and research mechanisms will continue after the WBA-wide SDG2000 launch, and which new mechanisms we expect to have to add.
- In 2025, we will actively bring in Allies on our journey to the launch and 2026 objectives and what opportunities this brings for them.
- In 2024, we are consulting on how to improve our website. In 2025, we will focus on developing an updated website (which will include benchmark publications and the SDG2000 list of companies) that responds to the needs of our stakeholders and is ready for the launch in 2026.

In 2026, our ideas and work will integrate into the functions and become mostly business as usual. As the working group responsible for preparing for the transition to a WBA-wide launch, we will also embark on an evaluation of the launch to carry all learnings into 2027 and 2028.

ii. Plans for driving impact

Transition Working Group 3, Driving Impact, aims to enhance WBA's ability to improve *the lives and environment of those most directly impacted by companies*. To do so, we are working on enhancing the focus on impact as part of WBA's six fundamentals, which include: The seven-systems transformation model, the SDG2000, our approach to Research, Engagement and Communications, the Alliance and our Theory of Change (Corporate Accountability).

One major objective is to understand and demonstrate the impact of the seven systems transformations in low- and middle-income countries. By 2025, WBA plans to publish a detailed paper highlighting the transformations' relevance and impact in these regions, reinforcing the relevance of assessing and the holding companies within them accountable.

Another priority is to analyse the 'footprint' of SDG2000 companies, which consists of their impacts on people, planet and politics. In 2025, WBA intends to publish an updated SDG2000 list and collect comprehensive footprint data. By 2026, it will analyse and publish footprint data and integrate this into transformation insights. See Annex b.ii for more details.

WBA aims to ensure that the voices and needs of those most affected by companies are reflected in the benchmarking process and results. In 2025, our methodologies will have an increased focus on measuring companies' impacts and their activities in support of this. Further, we will assess how to better embed stakeholders' perspectives into company assessments and will publish a case study on how companies in the Global South report their impacts. By 2026, WBA's insights will emphasise the impact of the SDG2000 on topics that are particularly relevant for affected stakeholders. In addition, the methodology review process will be updated to better incorporate their participation and perspectives.

Strengthening impact-focused engagement is another key goal. In addition to using our engagement and communication to make benchmark performance more consequential to the success of the companies we assess, we will be focusing on stronger partnerships with civil society organisations and Global South actors. This involves piloting new engagement approaches in 2025 and prioritising effective engagement and communication strategies in 2026.

This aim will be supported by the Alliance through the development of a new strategy extending to 2028. In 2025 and 2026, the Alliance will focus on identifying and strengthening relationships with highly engaged Allies, increasing regional engagement with new and existing Allies and an aspiration for regional circles of influence in Africa, Latin America and Asia.

These efforts are supported by measuring outputs and impacts based on an evolved Results Management Framework (RMF) and Theory of Change, ensuring continuous improvement and alignment with the overarching impact goal, which is improving the lives and environments of those most directly impacted by companies.

iii. Plans for humanising the new way of working

The organisation's move towards a new rhythm and way of working places a different demand on our people and, therefore, our leaders. The transition working group's work describes how we ensure that people are inspired and comfortable with WBA's new two-year publication cycle, are clear on how their accountabilities align with it and can personally connect with its goals.

Through this work, we seek to strengthen the structures that WBA provides to our people, including the tools that allow our organisation to grow and that allows our employees to understand their professional development needs and gain concrete opportunities to feel healthy, productive and engaged at work.

Clarity will be key to maintaining our TEAL culture, to improving our internal communications and to promoting a culture of working out loud.

Our strategy and mission will continue as the two key elements that mark our end goals and define the path we take as we move through the transition.

While 2025 will be a key year for our research, 2026 will be crucial to show the impact our work can have. Having a longer timeline to produce knowledge, engagement and foster new, creative outputs for our work.

6. SDG2000

WBA has used 2024 to refine the SDG2000 through a more rigorous application of 'keystone company' criteria and deeper analyses of the ownership structure of companies, and of conglomerates in particular. This has rendered the SDG2000 more evidence-based. The SDG2000 list will be updated in January 2025, and will name the 2,000 companies that will be assessed as part of the WBA-wide launch in January 2026.

Throughout 2025 and 2026, we will research in more depth the 'footprint' of these 2000 companies. The footprint of a company determines its potential impact, positive or negative, on people and the planet. We can understand a company's footprint by looking at its operations, including its supply chain as well as the goods and services it produces, along with their reach. Relevant footprint data therefore tell us something about the impact companies have. This includes, for example, the GHG emissions of companies (Scope 1,2,3), the number of people that work for a company (directly and through its contractors and suppliers), the amount of consumers they reach, the amount of tax they pay in different countries, the amount of land they use/occupy (farming, forestry or mining) and their presence and reach in specific geographies.

Deepening our understanding of the company footprint will help us in achieving our updated Theory of Change. Impact is now defined as *Improving the lives and environment of those most directly impacted by companies*. This means we need to know which people and environments we are talking about, which companies in the SDG2000 they are impacted by and how exactly these companies impact lives and the environment, whether directly (e.g. wages) or indirectly (emissions that lead to climate change). The better we can answer these questions, the more specific we can be in terms of how and where we seek to drive impact. This is where our footprint project comes in, to answer these questions with an increased levels of granularity over time.

The collection of footprint data is already underway; a first set of this data will be used when publishing the updated list of the SDG2000 in January 2025. More data will be collected throughout 2025 to support the launch in January 2026. Footprint data will help us support our communication efforts around the launch and will also help us answer the 'So what?' question when looking at our data. Instead of saying, *x number of companies fail to do human rights due diligence*, we can say *x million workers' human rights are at risk as these companies fail to conduct human rights due diligence*. We believe this will help us create the stories that allow us to communicate the relevance of these companies to wider audiences.

We plan to use 2026 to continue our research and find more granular footprint data that can support our communication and engagement efforts throughout 2026 and allow us to further refine the SDG2000 as we gear up for the next research and publications cycle (2027 – 2028). A full list of objectives and activities can be found in Annex a.

7. Priorities per function

i. Finance and Operations

Now that people development, and everything else related to people leading that was once part of the Impact, Learning and Development (ILD) function are now both housed under the Finance and Operations Function. The plans and priorities for the function over the next two years will be the encompassing component for Finance, Governance, Learning and Development, as well as People Operations.

Over the next two years, the Finance and Operations function will undergo some additional adjustments before settling on its final structure. Meanwhile, the People Operations and Finance processes will be standardised by digitising and automating activities where applicable. We plan to establish and strengthen the link and collaboration between People Operations and Learning and Development for a more streamlined approach to supporting our people in their development, as well as the development of the organisation as a whole. We will make our processes and policies more explicit and visible within the organisation, through developed toolkits and promotion of best practices, and we will provide ongoing insights and strategic advice to internal stakeholders.

With regard to the Finance team, the building of a financial reserve, the automation of more data processing tasks and the development of skills within the finance team, we will continue to play a key role in successfully transitioning our focus from delivery to impact. The Finance team will also prioritise making financial information readily available to those that are authorised to access it internally.

For the People Operations team, the main plans and priorities include advice and knowledge transfer to People Leads, efficient use of our systems, the integration thereof and the alignment of our compensation model to our Accountability Framework. The team will also focus on improving the employees' experience throughout their employee journey.

Since governance is embedded into the foundation of our support structure, ensuring that we meet legislative regulations, statutory requirements, governance and accounting standards as well as best practices is a constant priority.

With the shift of Learning and Development from the ILD function to the Finance and Operations function, the organisation is also embarking on a journey to catalyse its impact through its Learning Agenda, collaboration between People Operations, People Leads and Learning and Development, as well as the continued focus on WBA values and TEAL culture.

The Finance and Operations function provides the support structure for the whole organisation, which means it is imperative that the function continuously help to improve internal processes and procedure over the next two years and beyond so that WBA remains agile, efficient and effective. It is also for this reason that the function will be working very closely with the transition working group that's focused on capacity building and humanising and socialising the new way of working during this period.

ii. Research and Digitisation

WBA's research will scale up massively in 2025. This means that all SDG2000 companies are assessed in a single research cycle, with all results published in early 2026. Work to develop WBA's data infrastructure and increased automation of the research workflow will support this scaling up. The research scaling up also includes the first implementation of company-level research on themes and topics that cut across all SDG2000 companies, such as energy transition planning, sustainability leadership and governance, and supply chain issues.

Priority research activities in 2025 will include publication of all updated benchmark methodologies and scoring guidance, information sessions for assessed companies, assessment and scoring of companies for various benchmarks, obtaining company input and feedback, checking data for accuracy, and generating scorecards. All these data and assessments will then be distilled into five key findings that tell the story of the state of corporate accountability for sustainable development.

A number of digitisation projects will need to be underway in order to enable the research scale up in 2025. The priority digitisation projects will include completion of the back-end data infrastructure, development of automated data ingestion, and implementation of automated scorecard generation.

In 2026, WBA research will shift its focus to publishing actionable insights, at both a system transformation and thematic level. To facilitate insights writing, preparation is needed in 2025. This would include ensuring that data and assessments are stored in a relational database that facilitates ease of access and analyses. This also means that internal guidance will be developed on what constitutes actionable and impactful research insights, and processes will be put in place to ensure co-creation of insights with engagement and communications.

A planned key research highlight for 2026 is the first publication of a WBA flagship report title "State of Corporate Accountability for Sustainable Development". This flagship report will serve to increase the understanding of all stakeholders, and especially international policymakers, on the potential drivers for progress on corporate accountability. Aside from this, WBA also plans to roll-out in 2026, an online data platform to ensure trackable and easy public access to WBA data and research resources.

iii. Engagement and Communications

With increasing insights and data from the SDG2000 companies, WBA's engagement and communications has strengthened and become more intentional; we have been learning about the most impactful ways of engaging with companies and stakeholders and of working through our Allies. Over the next two years, we will continue to deepen impact-focused engagement, mobilise action and build our thought leadership to strengthen corporate accountability and ensure that the impact of companies on people and planet becomes consequential to their success.

Over 2025-2026, this means building a more intentional engagement and communications approach to enable WBA's research methodologies, analysis and insights to be more widely known and used by key stakeholders to accelerate the process of closing the corporate accountability gap. The Engagement and Communications function will focus on strengthening approaches towards:

- **SDG2000 companies and enabling sharing of best practices and learnings between them:** We will explore how our Communities of Practice (CoPs) can provide a platform for facilitated conversations on issues such as corporate culture and sustainable leadership.
- **Collective Impact Coalitions (CICs):** They have proved to be an effective pressure pathway and a way to enable Allies to step in according to their expertise and experience. Using benchmark findings as a hook for a more targeted engagement approach, all transformations will have established a CIC over the next two years.
- **Civil society organisations and Global South actors:** This will involve piloting new engagement approaches. We acknowledge that the Alliance will need to work more as a community, or a set of communities, to truly unleash its potential and power, particularly for NGOs and civil society organisations. We will implement a new Alliance strategy and explore different ways of working with and through our Allies over the next two years.

We will also work to strengthen our presence and position in specific geographic regions such as Asia. We have used our Allies Assembly in the past to build our networks in particular regions. But we can do more in between these annual Assemblies to keep this network engaged and alive through more targeted or regionalised engagement. We will also work on the community building element of the Alliance that will contribute to more effective engagement and collaboration with and within the Alliance.

Building on our strong investor engagement strategy, we will expand our scope from investor engagement to broader financial system engagement to include banks, insurers and multilateral development banks.

Storytelling will play an important role in 2025 in showing the impact and influence the 2000 companies have and how stakeholders can strengthen the process of corporate accountability. In 2026, we will use storytelling and campaigning to bring our data and insights to the world in a way that will allow it to drive stakeholder action and bring awareness of the influence of these 2000 companies.

In addition to strengthening our engagement and communication approaches, we will also investigate the longest impact pathway which involves informing and supporting policy change based on the insights from the benchmarks. We will continue to contribute to policy change, particularly in new and emerging policy areas, ensuring we stay relevant in intergovernmental moments.

The Engagement and Communications (E&C) function will also continue to move forward with the recommendations of our 'White Paper on Corporate Accountability' by focusing on the role that policymakers play in providing clarity of the responsibility of business in meeting global agendas. The UN and its member states must play a leading role; this cannot be left to markets and society alone to tackle. Yet it also needs to involve societal and market actors at every step of the process. To make more of the potential for policy change in transforming companies, WBA is considering how to input its findings into UN processes to embed corporate accountability into the intergovernmental system so that the role of the multilateral system in strengthening corporate accountability in support of sustainable development becomes normalised. Achieving corporate accountability is a collective process and we will explore this pathway through our Alliance.

iv. Impact, Learning and Development

The Impact Learning and Development (ILD) function will leverage the organisational transition to a new research and publication rhythm to help maximise impact across all fundamentals. In addition to the work undertaken by the plans for driving impact, ILD will continue to conduct research, generating new insights and learnings.

To further enhance these efforts, ILD will shift its focus over the course of 2025 and 2026 to holding the organisation accountable for its impact. Being accountable for our impact, as we expect from the companies we assess, is essential to achieving our ambition of becoming a learning organisation with ever-greater influence. Using the new Theory of Change as our guideline, we ultimately aim to identify how WBA is improving the lives and environment of those most directly impacted by companies. ILD will use 2025/2026 to implement the new Theory of Change by making the corresponding log-frame the underlying structure for planning. We will use the log-frame to identify our intended outcomes and impact, and to prioritise activities and outputs to this end. This will also better prepare us for funding proposals.

In addition to supporting individual teams in making this shift, we will improve our impact data collection through an updated Results Management Framework (RMF). This will require assigning data collection responsibilities to specific roles across the organisation. As we update our Theory of Change, we will also revise our RMF, aiming to establish more impact-focused reporting. For this update, we are carefully reviewing each of our indicators and linking them to the impact pathways of the Theory of Change. We will create additional data platforms to share the RMF results, with the goal to the accessibility and visibility of the RMF results and maximise their impact. This will include implementing a dashboard that provides a live summary of the RMF results.

Our case studies and impact projects will evaluate WBA's path of impact, bringing a more comprehensive perspective of our organisation's indirect and direct impact. While RMF numbers help show progress, they do not provide details on what is happening and why. We conduct case studies and impact projects to answer the 'how' and 'why' questions. These studies aim to evaluate different parts of our organisation, examining how they link to the Theory of Change and our overall desired impact. Recommendations and feedback from these case studies and impact projects will be integrated into the different teams through our publications, the Learning Agenda, Theory of Change, log-frame plans for driving impact, and any relevant conversations and discussions.

Finally, as part of our three-tiered impact model, we will commission a third external evaluation in 2026. The purposes of such evaluations for WBA are twofold: being accountable as well as improving our performance. Evaluations allow us to report in an independent and impartial way on our results, influence and impact. Importantly, evaluations also identify lessons learned and provide greater insights into why results were or were not achieved. This provides crucial input for decision-making and prioritisation, showing where we need to adapt and strengthen, and identifying learning priorities.

All of this will serve as input for WBA's Learning Agenda, which we will continue to review and update annually, and use to design our annual Learning Week. Our annual Learning and Development survey, conducted in close collaboration with the Finance and Operations function, will help us measure progress on our ambition to become a learning organisation. Sharing our Quarterly and Annual Impact Reporting internally through a new dashboard functionality, as well as externally, particularly with our strategic partners, will help us be accountable for our impact.

8. Thematics

Context

WBA has established itself in the sustainability ecosystem thanks to our SDG2000 list of companies and seven systems approach. As we face the mounting urgency of climate change and other interconnected crises, there is increasing opportunity for private sector data and insights at a scale that brings legitimate attention to the need for corporate accountability.

WBA will begin a new approach to benchmark publications starting in Q4 2024. Moving forward, we will assess companies on a rolling basis during 2025 on the transformation(s) where they have the biggest impact. The results of the benchmarks covering 2,000 companies will be published all at once, for the first time in Q1 2026, with new iterations in 2028 and 2030.

This will be followed by a year of impact, focused on analysis and insights and mobilising action with and through others. This new approach will allow WBA to reach the scale and efficiency needed to engage with policymakers, governments and the UN and make us more predictable while simplifying the burden for companies and the process for stakeholders.

To fully rise to this occasion and make the best possible use of our insights, we must seek to drive real change amongst all 2,000 companies across seven transformations. This requires WBA to develop a thematic approach to complement our transformations approach. Thematic areas build on what WBA's seven systems are already addressing through engagement, data collection, policy and investor work and culminate in scaled findings and insights around catalytic issues that are relevant for every company regardless of governance structure, sector or geography.

WBA's data and insights revealing the 'state of play' of the 2,000 most influential companies in the world on catalytic issues for business will provide an evidence base and feedback loop to the corporate sector, governments and UN agencies on the need for corporate accountability, legislation and investor action.

Playing to WBA's strengths as an independent organisation and strategic convenor, there is an opportunity to work with, and through, our Allies and key stakeholders to deepen engagement, influence and advocacy, and to mobilise action and to generate progress on positive outcomes that are consequential to a company's success.

This thematic approach will also create a new value proposition for funders, with the potential for significant and multi-year funding, allowing WBA to deliver on its ambition towards 2030. We will therefore develop this thematic approach alongside funding partners.

Objectives

- Develop thematic data, insights and engagement opportunities with Allies, partners and stakeholders, as well as companies and policymakers, so that together we make the performance of companies on these catalytic themes consequential to their success.

- Attract long term, significant, institutional funding. By 2025, we aim to raise €10.15M+ of institutional and thematic funding and aim for at least €5M to be mobilised through this thematic value proposition on an annual basis.
- Create financial stability for the organisation.

Catalytic Themes and Considerations

Thematic areas build on what WBA's seven systems are already addressing through engagement, data collection, policy and investor work and culminate in scaled findings and insights around catalytic issues that are relevant for every company regardless of governance structure, sector or geography.

Our primary audience for the thematic insights are national/regional governments, UN agencies, financial institutions and the companies assessed. We will tailor outputs to engage accordingly and are still exploring engagement and communications approaches which speak to the full 2000 company assessments rather than benchmark rankings, but in the case of the transition planning thematic, financial institutions are a key audience with whom we will continue to liaise. The catalytic themes are:

- **Sustainability leadership (corporate sustainability governance):** The governance of sustainability within companies is fundamental to systems change and the ability of companies to meet evolving societal and scientific expectations.
- **Climate (and nature) transition planning:** A response to the urgent need for companies to put climate change and biodiversity loss at the centre of a company's strategy. For the 2027 assessment, adopt a holistic approach, incorporating nature, adaptation and a just transition.
- **Supply chains:** Are a powerful driver of job creation and increased living standards and an untapped opportunity to understand and address company impact on poverty reduction, inequality, growth/jobs and nature, particularly in low- and middle-income countries.
- **Just transition:** ensuring that no one is left behind in the transition to low-carbon and environmentally sustainable economies and societies, or disruptive technologies such as AI.

A small and curated group of external stakeholders have been consulted on the governance and supply chain themes. Using new findings and existing knowledge on these themes, the value proposition will be shaped. Transition planning will be assessed using a streamlined version of the current Accessing Climate Transition (ACT) methodology and a set of agnostic indicators.

Transformation leads, research leads, together with Investor and policy leads, are key to shaping the detail of the thematics including pertinent stakeholders and Allies who are using our work or are significant engagement partners.

Learning pathway

Leveraging our independence to strategically convene and engage with stakeholders with analysis and insights at scale to inform decision-making and action:

- Multistakeholder roundtables
- Government and company dialogues, in person or virtual
- Communities of Practice with companies, in person or virtually
- C-suite dialogues, in person or virtually

Policy pathway

Using our insights and analysis for bringing forward concrete policy asks aimed at influencing and advocacy with governments, UN agencies and policymakers through:

- Policy briefings
- Research reports
- Cross thematic insights paper
- Workshops, both bilaterally with policy makers, as well as in a multistakeholder environment
- Contribution to expert working groups
- Government and company dialogues, in person or virtual
- Contribute evidence-based data into public consultations
- Insights to inform the development of policies to implement key global commitments e.g. Business & Human Rights National Action Plans (NAPs), Global Biodiversity Framework (GBF), Nationally Determined Contributions (NDCs), Paris Agreements, as well as meeting international standards set bodies such as the OECD and ILO.

Pressure pathway

Deepen engagement with key stakeholder groups to enable them to use the thematics data and insights to put pressure on SDG2000 companies, through:

- Multi-stakeholder roundtables to build understanding on thematic topics and to de-silo and agree on multi-stakeholder action to advocate on the outputs from the thematics.
- Identifying and working with key stakeholders and specific guidance with can make sustainability performance on thematic topics consequential to SDG2000 companies:
 - Civil society - ensure that a broad network of CSOS, both in the global south and global north understand our work, that it speaks to their needs, and that they amplify our outputs.
 - Financial institutions, such as asset managers, pension funds, sovereign wealth funds, commercial banks, insurance providers; and professional service companies such as lawyers, auditors, consultants, commercial data providers.
 - SDG2000 companies so they understand the background to our work and how they can improve their performance by analysing our findings, including identifying key corporate champions to publicly amplify our policy asks.

9. Transformational activities

i. Climate and decarbonisation transition planning transformation plan

To meet the 1.5-degree target, every gram of CO2 matters, and keystone companies play a crucial role in decarbonising the global economy. Achieving this will require disrupting long-standing business models and balancing deep decarbonisation with the goal of leaving no one behind. The next two years will be pivotal for transition planning, with tighter mandatory disclosure rules, increased scrutiny on the credibility of transition plans and growing demand from the financial sector for performance-oriented indicators to guide investments.

In response, the Climate team will, over the next two years, scale up its evaluation of climate and just transition plans across SDG2000 companies, providing the first holistic assessment of a company's credibility in these areas. By identifying systemic gaps and best practices in transition planning across industries, we aim to highlight what companies can already achieve and where improvement is needed.

Apply the Accelerating Climate Transition (ACT) Core methodology and roll out to the SDG2000 including the development of a data portal and interface.

Impact: To make data and assessments available at scale to assess the transition plans of all SDG2000 companies that will drive corporate accountability on the Paris Agreement goals. The results will be published in January 2026 which will show where the companies are at on their transition planning journey. This will allow WBA to build an engagement strategy to push companies that are not considered to be on the right scale of the journey by driving collective engagement efforts through a Transition planning CIC to build capacity and push more companies to develop a credible transition plan. The insight into the maturity of these companies on their transition planning journey will allow WBA to focus on those companies that are mature enough to consider to perform a deeper assessment on. This deeper assessment, using the respective ACT sectoral methodology, will allow WBA to publish insights into best practices and industry insights that will show the direction of travel for the companies that are not that far on their journey.

Link to strategic pillar: Scaling/strengthening

Roll out the Just Transition (JT) methodology alongside the SDG2000.

Impact: To continue integrating consideration of the impact of climate transition planning on workers and communities into efforts to drive accountability, while putting people at the centre of the transition. The ACT Core assessments will be complemented by a Just Transition assessment that will allow WBA to continue to integrate the social impacts of the transition into the accountability for companies

Link to strategic pillar: Scaling

Create an ACT training centre ('ACT Academy') to train external partners and consultants on how to use the methodology.

Impact: To scale assessments beyond the SDG2000 to build capacity and drive further adoption of WBA's transition planning methodology. WBA will work with partners in different regions, following the hub that has been set up in Brazil in 2024, to train consultants and researcher to rol out ACT Assessments for companies that are not included in the SDG2000. This will allow ACT to become a reference point for corporate transition planning.

Link to strategic pillar: Strengthening and scaling

Integrate ACT Core and JT methodologies into WBA's upcoming company self-assessment tool in order to inform companies and other stakeholders, beyond the SDG2000, of the credibility of their transition plans.

Impact: To build capacity and inform corporate transition planning strategies to allow companies that are out of scope of the SDG 2000 to use a tool to make a self assessment The outcome of the self assessment can inform the company on what the best next step is to develop a credible transition plan

Link to strategic pillar: Strengthening

Continue to innovate, maintain, refresh, promote and develop ACT methodologies to respond to ongoing developments in trends such as the adaptation and integration of biodiversity into transition planning.

Impact: WBA will continue to strengthen the ACT Secretariat by enhancing its governance structure and organisational setup with the necessary expertise to continue leading the way on corporate transition planning globally.

Link to strategic pillar: Strengthening

Launch our Collective Impact Coalition on Transition Planning and host a Community of Practice (CoP) on a maximum of two critical topics related to the credibility of transition planning, both in terms of climate action and just transition.

Focus on topics that have global momentum and support the outcomes of the working group convenings on transition planning and just transition.

Impact: To continue to push for greater ambition and a stronger narrative around credible transition plans, which is particularly important in an era where there is a big push to abandon the 1.5-degree ambition. Insights from the ACT Core and Just Transition assessments will be used as input to the development of the CIC and build capacity for the CoP.

Link to strategic pillar: Strengthening

Develop a maximum of three value-chain insights informed by an in-depth evaluation of a of mature companies identified while delivering on priority 1.

These insights will highlight best practices and guidance for companies' transition plans and will provide insights for various Communities of Practice.

Impact: To continue striving for greater ambition and a stronger narrative around ambitious credible transition plans, which is of particular importance at time when there is a big push to abandon the 1.5-degree ambition.

Link to strategic pillar: Strengthening

Embedding the 2000 ACT Core assessments into discussions with bodies setting/developing corporate standards (for example ISO, ISSB, etc.) and the Global Climate Action portal (online platform where companies can register their commitments to act on climate change) through an interface between UNFCCC and WBA.

Impact: Integrate standard on corporate transition plans into the standard-setting principles and the accountability platform of UNFCCC. WBA will participate in various externally run working groups on embedding our work into standards and frameworks as well as working group in Non state actor accountability linked to the Paris Agreement.

Link to strategic pillar: Sustaining

Use insights from our transition plan and just transition assessments to inform 1.5C-aligned Nationally Determined Contributions (NDCs) for Brazil and the First Movers Coalition at COP30 – a group of companies committed to advancing the purchase of emerging clean technologies and products.

The latter is well positioned to drive non-state actor accountability.

Impact: Governments will need to come up with revised NDCs for 2025. A main agenda point for the forthcoming G20 summit in Brazil 2024 is *Energy transition and sustainable development in its social, economic and environmental aspects*. This creates a unique opportunity to integrate credible, robust and just transition plans into the next round of NDCs.

Link to strategic pillar: Sustaining

The just transition topic has grown exponentially in momentum with governments such as that of South Africa now looking to use insights on how companies are performing to track progress. There is an opportunity with for our methodology to be used to review and shape insights for governments/multilaterals.

Key contributions to institutional E&C strategy:

Thematics of focus will be driven/led from Decarbonisation & Energy but will influence institutional strategy as to how to mobilise climate finance, road to mandatory policy as well as wider engagement on other systems through the climate and just transition lens.

Key links to other transformations:

Nature: As the interest in transition planning, adaptation and resilience grows, the link between expectations of companies with regard to nature and climate are becoming more explicit. In 2025,

COP30 in Brazil will offer important opportunities to position our work across the two transformations - Climate and Nature - for maximum impact going forward.

Urban: The building and transportation sector is jointly evaluated between the Climate and the Urban teams in distinct parts of the value chain. Strong links to our infrastructure/mobility cluster findings and insights in 2026 are therefore anticipated, as well as potential work on climate adaptation.

Finance: The financial system will play a very important role in closing the finance gap required for transition planning. Credible transition plans from companies provide key information for ongoing discussions on how investments, and investors, can be made more impactful in driving accountability.

Social: The increasing momentum to examine climate impacts on global health and gender will allow us to use the insights from WBA's Core Social Indicators (CSI) and the ACT methodology to develop new narratives to drive collective action.

Food and Agriculture: Evaluating the progress of food and agriculture, companies in meeting the Paris Agreement targets will finally surface the accountability of the agricultural sector whose greenhouse gas emissions are comparable in global terms to many of the energy-intensive industries covered by the Climate Benchmark.

Key links to thematics:

Credibility assessment of corporate transition plans in regard to decarbonisation and just transition.

Major interdependencies which could affect this plan:

- Three (climate) donors should fund the thematic to execute the above-discussed strategy.
- Assessing companies' Transition Plans Collective (ATP Col) outcome should be endorsed by a majority of the group.
- We must be able to bring research insights out during global moments such as COP30 and beyond to drive meaningful impact.
- Moving to the ACT Core methodology will allow us to scale the number of companies assessed, while in some parts of the world we note a growing momentum to go into further depth such as the Corporate Sustainability Reporting Directive (CSRD) in Europe, can we move at a pace that allows us to generate the influence we want to exert.

Priority learnings to feed back into the wider organisation:

- How do we scale a methodology for the SDG2000 companies and build an engagement strategy around this?
- How do we use the Maturity Matrix applied through the ACT Core lens to an industry deep dive for a maximum of three industry clusters in 2026?
- How do we work with and through partners (donors, allies, etc.) to align our working with similar initiatives and build a platform that allows for data accessibility and readability?
- How do we build a resilient infrastructure that allows WBA to be a responsive organisation and keep up with fast pace growing trends whilst in the midst of transitioning to a new rhythm of working?

ii. Digital Transformation Plan

As of late June 2024, all five of the largest companies in the world by market cap were tech giants. Their dominance has been partly driven by advertising revenue derived from troves of user data. Today, this problem is compounded by challenges such as the emergence of generative AI and new forms of precarious labour. But tech companies' impact is often amorphous or invisible until it becomes impossible to ignore. Three main goals guide the Digital transformation's activities and priorities: driving change among digital companies, helping others hold them accountable and making a difference in people's lives.

Note: This plan assumes that we will publish the following benchmarks in 2024-26: the 2024 RDR Big Tech Scorecard (Q4 2024), the 2026 RDR Telco Giants Scorecard (Q1 2026) and the 2026 Digital Inclusion Benchmark (Q1 2026). These benchmarks are the top priority, and the majority of Digital's other activities are contingent on them. Additional assessments are described below.

Grow and diversify our AI work within and beyond the CIC for Ethical AI:

Under the Collective Impact Coalition (CIC) for Ethical AI, we will continue to facilitate and deepen investors' engagement with the Digital Inclusion Benchmark companies, build out a robust and diverse group of civil society organisations (CSOs) and tighten the links between the two through learning calls and public events. The CIC will be a hub for new research and engagement, sustained by new AI findings, service-oriented assessment criteria, targeted assessments of high-risk AI services and collaboration with similar initiatives. We will also involve more funders and representatives of multilateral bodies in this work.

Link to strategic pillar: Strengthening

Impact: To embed WBA's work into the wider ecosystem. We have incubated and expanded the CIC's investor group to the point of near self-sufficiency. Now, the challenge is to create strong ties with CSOs and research institutes worldwide, supporting their missions while demonstrating the value of ours. AI's cross-cutting impact and the large community examining it means that our work on AI has to be continuously relevant, distinct and multifaceted rather than confined to a single form of engagement or research process.

Ensure RDR's successful integration, balanced alignment and continued impact:

We will design and implement a medium- and long-term plan to make the most of RDR's integration with WBA and its opportunities for mutual learning. Key elements of RDR's impact (CSO engagement, service-level assessments) will inform institutional workstreams, including our institutional mapping of the SDG2000 companies' 'footprint' and the brands and services associated with each company. New projects under existing funder commitments, such as the Generative AI Accountability assessment (GAIA), will align with institutional standardisation efforts under WBA's new publication cycle as much as possible. This objective will be supported by a phased communications plan, rolling impact analysis, sharing of lessons from RDR's 2024-25 research processes and funder engagement.

Link to strategic pillar: Strengthening

Impact: RDR's integration requires us to think beyond the benchmark, openly explore the areas where we can learn from each other and use our respective strengths in creative ways. A smart long-term approach can help us win the trust of new audiences among RDR's close allies, increase the

sophistication of our analysis and advance institutional goals like establishing a stronger foothold in North America.

Bolster our local impact through benchmarking adaptations and direct civil society collaboration:

We will build new fronts in tech accountability through funded, multi-year projects expanding and deepening the [ecosystem of benchmarking adaptations](#) built by RDR. Co-funded civil society Allies will lead new adaptations covering additional countries and companies, building their own capacity in research and engagement. Continued support for [community-led tools](#) will supplement this work. Civil society groups based in the Global South or representing vulnerable communities will be our primary collaborators in pursuing this goal.

Link to strategic pillar: Strengthening

Impact: As we grow, we have to be ready to address questions on the difference we make in the lives of people and communities. How do we turn our work into a renewable resource? How do we reduce the risk of 'Global North bias's and mitigate the trade-offs between scale and depth? How much of our work reflects locally lived impacts? Citations in reports published by companies based in the Global South are not necessarily our key metric of success here, though they too are valuable. One of our key markers of success will be the endorsement of local groups and communities themselves. As such, we should support their efforts to hold companies accountable, inspire new projects of their own and resonate with their needs. This will at once enhance our credibility, guarantee our long-term relevance and advance our efforts towards becoming a centre of expertise.

Expand hands-on collaboration with priority UN entities:

We will nurture relationships with priority UN agencies through events and joint publications. This will include the International Telecommunications Union (ITU), through the *Greening Digital Companies* report, UNICEF through work on school connectivity as well as UNESCO and OHCHR through work on digital rights and AI.

Link to strategic pillar: Sustaining

Impact: To enhance our credibility and bring WBA further recognition as a centre of expertise on corporate accountability for sustainable development. In tandem with the RDR integration, pursuing this priority will broaden the range of relevant and highly active UN entities working with us on issues related to digital rights and inclusion.

Establish durable partnerships in the academic and research communities:

We will develop relationships and prototype collaborative projects with academic institutions and other research institutes, leveraging several strong academic ties on the team. These collaborations may encompass pilot training programs on benchmarking methodologies in partnership with research institutes (Corporate Accountability Academies), hosting [COMPASS Fellows](#) and other fully funded 'academic practitioners' as well as pursuing joint publications with academic Allies.

Link to strategic pillar: Sustaining

Impact: To advance WBA's institutional goal of shaping a centre of expertise on corporate accountability. Pursuing this goal will lay the groundwork for a thriving community of researchers and

practitioners who will spread and reshape our standards according to their needs. The greatest impact of the centre of expertise is likely to come not from a single institutional structure, but from cultivating a strong, distributed network of external experts and institutions that help advance our work and visibility in direct and indirect ways. The Digital transformation's existing academic ties will allow us to prototype academic collaborations that can subsequently be widened to encompass more domains of our corporate accountability work.

Key contributions to institutional E&C strategy:

- **Bring CSO engagement into focus:**

Leverage extensive connections with local and regional digital rights and inclusion groups (as well as other groups in their networks) to bring on and activate new Allies, improve our support for CSOs and bolster our credibility among them.

- **Advance tools for distributed corporate accountability:**

Establish benchmarking adaptations (snapshots) and flexible tools for communities as a fixture of our work across transformations and the centrepiece of our 'impact on the ground'. Flexible tools and capacity building for civil society are in very high demand and can make a difference for under-resourced organisations and communities. RDR's 35+ adaptations would be our starting point. We would work alongside Social and other transformations that are already pursuing similar work, but the team working on WBA's new company self-assessment tool would also play a critical role here.

- **Deepen our academic connections to advance the centre of expertise:**

Although we have 25 academic and research centres in our group of Allies, active collaboration with the academic community is still largely unexplored territory on the institutional and cross-transformation level. Bringing them into the centre will be pivotal if we want to fulfil our aspirations of becoming (or creating) a true centre of expertise. Educational institutions are a natural setting for training programs, they can boost the recognition and credibility of our work through citations and they can fuel new projects that spring from our benchmarking methods and standards. Digital is well positioned to help establish and address this need through its many academic connections and steady stream of academic citations.

- **Provide guidance on the future of the CICs:**

- Digital has had some success with Communities of Practice (CoPs), but our success with the CIC for Ethical AI is more widely recognised. We have two years of experience, stakeholder mappings and guidance documents (terms of reference, good practice, engagement questions, etc.) that can inform the evolution of WBA's CICs and ensure a productive balance of structure and flexibility. The 75 members of the AI CIC can supplement this with their own experience.

- **Accelerate institutional mapping and footprint efforts:**

One of the factors behind Digital's success with the CIC is our awareness and mapping of other coalitions whose work supplements or connects with ours. We plan to continue these network analysis efforts and channel them into our institutional stakeholder mapping. This will help us all make more informed decisions based on a stronger awareness of the people we work with and the networks in which they're embedded.

Key links to other transformations

Several transformation benchmarks share companies with the Digital Inclusion Benchmark, particularly in the Social (via the Core Social Indicators, the Corporate Human Rights Benchmark (CHRB) and the Gender Benchmark) and Urban transformations. Our links and prospects for cross-transformation projects go beyond mere company overlaps, but they're a good proxy for how much shared insight on a company is already available.

Social

Overlap: The CSIs cover all 200 DIB companies. The new SDG2000 list is expected to include two additional major Ranking Digital Rights companies that were previously missing (Kakao and VK). The Corporate Human Rights Benchmark and Digital Inclusion Benchmark share 34 companies: 31 ICT manufacturers, two capital goods companies (Murata and TE Connectivity) and one telecommunications company (Nokia). The Corporate Human Rights Benchmark and Ranking Digital Rights share four companies: Amazon, Apple, Microsoft and Samsung. The Gender Benchmark has already established strong links with the Digital Inclusion Benchmark via the Gender Assessment, which covers all 200 DIB companies.

- **The Digital Inclusion and Gender Benchmarks:** are already working on a [joint project](#) that aims to analyse and shine a light on tech companies' gender performance. We expect to publish the resulting report in collaboration with an external group.
- **Ranking Digital Rights (RDR) and the Corporate Human Rights Benchmark (CHRB)** are naturally linked. Both are anchored strongly in international human rights standards. They have several overlapping areas of focus (and thus indicators), including human rights due diligence and remedy. They don't duplicate each other thanks to their complementary elements and company focus – ICT manufacturers under CHRB and digital platforms / telcos under RDR. Both CHRB and RDR have led successful and still growing workstreams on civil society adaptations (or snapshots) of their methodologies. They work with similar stakeholders in the human rights community, though RDR's are more focused on tech.
- **Digital's and Social's CIC efforts** are becoming more collaborative and cross-cutting, which will help these campaigns evolve and stay relevant in 2025-26 while showing how we can avoid duplication. For example, we are discussing the prospect of linking the human rights impact assessment (HRIA) element in the Digital Inclusion Benchmark's new ethical AI indicator (which anchors the CIC for Ethical AI) with CHRB's HRIA criteria. Under this umbrella, we are also exploring new areas together that respond to real social concerns not yet captured in our benchmarks, such as the impact of AI on labour.³

Urban

Overlap: The SDG2000 list includes **nine** companies assessed in both Digital and Urban. Most of them provide food-delivery and ride-hailing services.

Urban's focus is naturally on how local impacts connect to global impacts. Our plans for 2025-26 emphasise this strongly as well given how greatly digital companies' impacts vary across places and communities.

The natural points where Digital and Urban converge are those where digital initiatives, services and specific technologies are deployed on a local level. This includes the impact of facial recognition technologies (a subset of AI) on urban communities, especially when rolled out as a form of

surveillance or as elements of a 'smart city' package. Other prospects include connectivity initiatives and the heterogeneous impact and transparency of ride-hailing services across cities and countries.

Nature

Potential points of convergence include Nature's indicators on indigenous rights. Although indigenous communities around the world face widespread digital exclusion and inequities, the Digital Inclusion Benchmark's methodology's focus on this is limited, and we are only beginning to explore these topics further.

Policy

Across the world's most prominent policy processes beyond the UN (e.g., G20, OECD, APEC, G7, OAS, EU, ASEAN and AU), the Digital Inclusion Benchmark's 200 companies' home operating countries have the most diverse representation of all the transformations (in %). This makes the assessment of tech giants' digital inclusion and digital rights practices critical to informing policy discussions across member states.

The priority for Digital's policy work is to collaborate with policymakers to make our benchmark insights and evidence visible, usable and used, enabling them to track their progress on digital inclusion as a key element in narrowing the digital divide. We will lead more of these discussions after the [Global Digital Compact](#) is agreed to at the 2024 Summit of the Future.

Beyond the UN system, Digital's policy work will focus on collaborating with intergovernmental policy processes in developed and emerging markets that play a critical role in standard setting relevant to our Digital Inclusion Benchmark indicators. These include the G7's Hiroshima Process, the OECD's Going Digital Toolkit, APEC's Internet and Digital Economy Roadmap and ASEAN's Online Child Protection initiatives.

Digital's priority governments (from both a policy and funding perspective) include Canada, Denmark, Indonesia, Kenya, Sweden, the United States, Japan and the United Kingdom. However, this list is not static, and we will seek engagement with other governments as needed. We will also initiate or deepen engagement with prominent government coalitions centred on specific topics, such as the [Freedom Online Coalition](#).

From a policy perspective, the goal of our government engagement towards 2030 is to enable policymakers to actively use our insights to demonstrate gaps in corporate performance for companies, supporting the design of effective policy interventions to improve industry-wide action. Looking at 2030 and beyond, we also aim to promote a global policy ecosystem that strengthens corporate accountability by articulating business responsibilities in our global agendas. To achieve these goals, we will identify shared priorities and formulate three clear asks with each government.

Digital will also identify key policy positions that can advance corporate accountability among tech companies while enjoying broad support in the digital rights and inclusion communities.

Key links to thematics

Sustainable leadership

Many indicators and elements in both the Digital Inclusion Benchmark and the Ranking Digital Rights Index are connected to corporate governance.

With regard to the Digital Inclusion Benchmark, top-level accountability is embedded in several elements that focus on high-level commitments (ethical AI, children's rights online) as well as board-level and executive accountability (leadership committees focused on ethical AI).

The Ranking Digital Rights Index includes an entire Governance category of indicators, with 11 indicators focusing on commitments, leadership and management accountabilities, employee training, whistleblower protections, human rights due diligence, stakeholder engagement and remedy. Most of them assess companies at the group level, i.e. without breaking them down into individual services, similarly to how WBA already assesses companies.

Supply chains

Highlight relevant but underreported elements of the digital supply chain, particularly how labour feeds into the development of AI services and how AI services impact labour (full-time, contractual, freelance).

Transition planning

Continue to support the *Greening Digital Companies* report with ITU and highlight the role of tech infrastructure (data centres, etc.) in just transition planning. Note that Digital has a stronger link with the other two thematics.

As we continue our work on AI and its implications for society, we are keen in the long run to explore thematic work on **AI and automation**, which applies to a sweeping range of companies beyond the tech space.

Major interdependencies which could affect this plan

External dependencies:

Funding: To build resilience, we need to stay attuned to funders' priorities, continuously examine how our efforts can tie into them, foster personal connections with decision-makers and keep diversifying our funding base to avoid relying on one or two large donors.

Regulation of tech and multilateral efforts: The landscape of tech regulation is changing dramatically, sometimes violently. In addition to major overarching efforts like CSDDD and established instruments like the GDPR, the EU is churning out critical regulations and requirements that directly apply to tech companies and will have major implications for their activities and disclosures. This includes the Digital Services Act (DSA), Digital Markets Act (DMA) and the AI Act. The US is on a course to ban TikTok, one of the most popular social media platforms available, with potentially severe knock-on effects. The Global Digital Compact is set to be finalised at the Summit of the Future, also in 2024. We can't ignore any of this, both because it will directly translate into companies scores and because we need to be aware of what these regulations will mean for societies and communities.

Priority learnings to feed back into the wider organisation

- Real local impact and our ability to demonstrate it are paramount to our credibility and future as an organisation.
- All of our stakeholders respond best to a 'smart mix' of indicators and data with different levels of granularity that serve complementary purposes. A strong awareness of how different stakeholders use different kinds of data should inform the nature and extent of our alignment and consolidation efforts.

- CICs and other campaigns need three things to succeed: structure, strategy and leadership. We are responsible for providing a strong *structure*. Creating terms of reference, reporting forms and an active follow-up dynamic are part of this. *Strategy* should be determined jointly with the co-leads. Finally, the onus of providing good *leadership* is shared with the co-leads. Additionally, to thrive rather than just succeed, CICs need *balance and diversity*, including in their external leadership and between stakeholder groups who are members of the CIC.

iii. Food and Agriculture transformation plan

Our current food system is failing millions around the globe, and food systems are still the primary transgressor of our planetary boundaries. As one of the biggest industries in the world, food and agriculture companies should be accountable when it comes to contributing positively to healthy, sustainable and inclusive food systems. The Food and Agriculture transformation priority objectives aim to integrate WBA's work into the multilateral system, clarify corporate impact beyond the SDG2000 and amplify the voices of those most affected by corporate actions in the accountability process.

2025-26 marks the assessment and launch of the third iteration of the Food and Agriculture Benchmark, allowing the transformation not only to look at sectoral trends, but also to generate cross-transformational insights across the SDG2000 in 2026. Over the next two years, the focus is on positioning WBA's Food and Agriculture Benchmark as a key accountability tool for tracking corporate performance in line with UN Food Systems Summit's corporate accountability framework, collaborating with UN bodies on national food industry assessments and integrating small-scale producers and the Seafood Stewardship Index indicators into the Food and Agriculture transformation.

Publish the third iteration of the Food and Agriculture Benchmark, contributing to the SDG2000 research as well as institutional and transformational-level key findings and narratives.

The Food and Agriculture Benchmark will contribute to the overall SDG2000 launch moment in January 2026 by ensuring that the research is delivered on time and in high quality. The third iteration of the benchmark will allow to show process or lack thereof of corporate performance on the food systems transformation agenda over time. In collaboration with other transformational colleagues, our data and insights will feed into the set of key messages for the institutional launch and responds to information gaps and needs.

Impact: To publish corporate benchmark predictably, efficiently and at scale; To support corporate accountability for food systems transformation through data and insights based on a methodology aligned with the global framework developed by the UN Food Systems Coordination Hub.

Link to strategic pillar: Scaling

Update the national benchmarking toolkit and provide guidance on its application to empower others in assessing the food and agriculture industry at the regional/country level, aligned with global standards and metrics.

We will update the national benchmarking toolkit, a collaborative effort between the Food Foundation and WBA. The Food Industry Benchmarking Toolkit empowers other organisation to develop a

national food systems benchmark, aligned with global standards and metrics. This toolkit is intended for organisations such as NGOs, civil society organisations and research institutions who want to assess the food and agriculture sector in their own countries. It includes a description of WBA's Food and Agriculture methodology and case studies on how to use a benchmark to create change. We are collaborating with the International Fund for Agricultural Development (IFAD) on providing training on the toolkit's application for a set of priority countries identified by IFAD.

Impact: To support governments with their national pathways by working with the International Fund for Agricultural Development (IFAD) and the World Bank on a set of priority countries; To support generating insights on gaps and opportunities at the national/regional level; To support data and insights for the UN Food Systems Summit (UNFSS) stocktaking process.

Link to strategic pillar: Scaling

Continue working closely with the UN Food Systems Coordination Hub and other relevant UN bodies on the development of a Theory of Change and Corporate Accountability Framework for the UNFSS+4 and beyond.

The UN Food Systems Summit (UNFSS), held in 2021, set the stage for global food systems transformation to help achieve the Sustainable Development Goals (SDGs) by 2030. In his Call to Action at the first stocktaking moment of the UNFSS in 2023, the United Nations Secretary-General identified six areas that need concerted action to prioritise the implementation of future food systems. One of these six areas is *"promoting increased engagement of businesses, including through public-private partnerships, to shape the sustainability of food systems and establish and strengthen accountability mechanisms, recognizing their centrality for food systems"*. Given the urgency of food systems transformation, paired with the mandate given by the UN Secretary-General at the UNFSS+2, the UN Food Systems Coordination Hub (Hub) has worked with a range of organisations, including WBA, to develop a Corporate Accountability Framework (CAF). We are thus working closely with the Hub to position the Food and Agriculture Benchmark as a useful tool in assessing and tracking corporate performance against the CAF, providing data to feed into UNFSS stocktaking process.

Impact: To position the Food and Agricultural Benchmark as a useful tool in tracking the implementation and impact of corporate impact on the food systems transformation; To embed the broader corporate accountability narrative within the inter-governmental system; To contribute to our goal of being recognised as a centre of expertise on corporate accountability for sustainable development.

Link to strategic pillar: Sustaining

Deepening the understanding of corporate activities with small-scale producers, by transferring key indicators from the Access to Seeds Index and the Seafood Stewardship Index into the Food and Agriculture Benchmark and by focusing on primary producers as a catalytic theme for systems transformation in the benchmark methodology and results.

Small-scale farmers and fishers are catalytic to the achievement of SDG 2 (zero hunger) and contribute to ten more SDGs including SDG 1, 5, 6, 8, 10, 12, 13, 14, 15 and 16. Our objective is to ensure that multinational companies that source from small-scale producers who are often left out of business strategies understand the critical role and responsibility they have to positively impact small-scale producers' livelihoods and thereby equitable and sustainable food systems. Learning from the Access

to Seeds Index and Seafood Stewardship Index, the Food and Agriculture Transformation will spotlight small-scale farmers and fishers by more extensively focussing on small-scale producers in our methodology and through our engagement initiatives.

Impact: Adjustment to the engagement narrative to be more inclusive and stronger so that the work of both spotlights is sustained within the Food and Agricultural Benchmark; To contribute to our goal of bringing the voice and needs of those most impacted by companies into the corporate accountability process.

Link to strategic pillar: Strengthening

Socialise the findings and engagement activities of the Food and Agriculture Benchmark at key events including the UNFSS+4, COP30, WEF, UNEP, UN N4G, the OPN 5th Global Conference and others.

We will continue to develop insights and recommendations for and in collaboration with a variety of stakeholders to strengthen the corporate accountability narrative (including investor guidance, policy recommendations and others). Insights will be socialised at several key events and engagement moments advocating for food systems transformations, including for example the UN Food Systems Summit Stocktaking Moment in 2025 or the UN Nutrition for Growth (N4G) Summit 2025.

Impact: To engage stakeholders around the findings of the benchmark, foster collaboration and call for evidence-based corporate accountability.

Link to strategic pillar: Sustaining

Contribute further to relevant multi-stakeholder initiatives WBA already takes part in including the Zero Hunger Pledge, the One Planet Network Sustainable Food Systems Programme, Regen10 and others.

We will consciously work closely with a set of priority Allies and partners to socialise and advance the corporate accountability narrative. We will highlight best practices and leverage the data and insights from the benchmark to enhance engagement with companies through multi-stakeholder initiatives.

Impact: Embed the benchmark within multiple frameworks and make use of multistakeholder initiatives to support corporate accountability.

Link to strategic pillar: Strengthening

Continue working with the Food and Agriculture Benchmark's Expert Review Committee (ERC) to create an ambassadorial role.

Based on suggestions by the ERC, we will explore new ways in which ERC members can interact with the transformation such as socializing the findings of the benchmark, participating in the Collective Impact Coalition's Steering Committee, co-organizing events, and including the ERC more in key engagement activities of the transformation.

Impact: Expand the role of the ERC into engagement and create a web of supporters who can socialise the results of the benchmark and position WBA as a centre of excellence.

Link to strategic pillar: Strengthening

Key contributions to the institutional E&C strategy

- Strengthen the institutional narrative on corporate accountability within the UN and UN Food Systems Summit stocktaking process by positioning the Food and Agriculture Benchmark as a key mechanism to monitor and track corporate performance.
- Continue socialising Food and Agricultural Benchmark findings and insights at relevant global events to mobilise multi-stakeholders and to act as a strong reference for corporate accountability within different agendas (including the One Planet Network Sustainable Food Systems Programme 5th Global Conference, COP30, UNFSS+4).
- Strengthen engagement and collaboration with Allies and potential Allies through CICs, key events/ launches, policy advocacy and snapshots.
- Strengthen peer learning between companies to help enhance their performance on key topics for food systems transformation and to inform our research and engagement cycles.

Key links to other transformations

- **Climate, Nature and the Food and Agriculture Benchmark:** Explore the development of joint insights at the intersection of ACT Core/transition planning, adaptation and resilience in relation to expectations of food and agriculture companies on nature and climate. Explore COP30 in Brazil as an opportunity to position our work in line with these transformations – we anticipate this would then continue into 2026 and beyond.
- **Nature and Food and Agriculture Benchmark:** Explore collaboration for joint insights on overlapping environmental topics.
- **Social and the Food and Agriculture Benchmark:** Explore the development of joint insights on food and agriculture supply chains, including data on small-scale producers and alignment to policy frameworks, e.g.: International Labour Organisation's (ILO) policy guidelines on decent work in the agri-sector, living wage and Corporate Sustainability Reporting Directive (CSRD) requirements.

Key links to thematics

- **Supply chains:** Given the long supply chains in food and agriculture and the number of small-scale producers impacted by the multinational corporations (MNCs), we will explore how to provide insights relevant for WBA's supply chain thematic. As a minimum, we will do so by supporting institutional efforts to connect all 'people'/'supply chain' elements across the SDG2000. This will help articulate company footprint/ impact on people in supply chains holistically.
- **Global South impact:** Explore developing country impact in line with institutional strategy for a stronger focus on Global South countries and how MNCs impact key regions and countries.

Major interdependencies which could affect this plan

- Ability to maintain existing funding relationships and bring new donors on board.
- The development of the UNFSS+4 accountability mechanism getting 'lost' in UN politics and/or the development of the process and framework going down a route that does not allow to position WBA adequately and strongly as an accountability mechanism.
- **Team capacity:** Ability to have/recruit enough people to deliver on the bi-annual plan.

Priority learnings to feed back into the wider organisation

- The Food and Agriculture transformation is the only transformation that has developed a [toolkit](#) that allows any stakeholder / organisation outside of WBA to apply and tailor the methodology of the Food and Agriculture Benchmark to assess the food and agriculture industry at a regional/nation level, aligned with global standards and metrics. Food and Agriculture can help bring other transformations along on this journey to support scaling the assessment beyond the SDG2000 universe.
- The Food and Agriculture Benchmark has come a long way in establishing its place in the multi-lateral system by being part of the core working group developing a [corporate accountability mechanism for the UNFSS stocktaking process](#). Learnings from our insights can be shared through the collective development of a global accountability mechanism coordinated by the UN, and through WBA's role and position within this process.

iv. Financial System transformation plan

Financial institutions are uniquely positioned to help put economic activity on a sustainable path, in line with planetary boundaries and societal conventions. They wield great power through their business activities and the decisions they make on what to finance, what to insure and under which conditions. They can widen access to usually excluded groups, they can divest, engage with companies and vote in favour or against board directors and company policies. They can be instrumental in the way they engage with and lobby policymakers and can even influence the 'rules of the game'. They have significant impact, especially as they often have a privileged seat at the table and are hugely influential in driving economic activity.

The urgency on the need for change within the financial system is increasing, not least to get money directed towards funding sustainable development. Many stakeholders are working hard to both scale and speed up action; from an individual project basis all the way up to updating the global financial architecture. All of these global initiatives need a clear understanding on the global, regional and sector state of play. Our assessments in 2024 and 2025 will feed into the multilateral system, governments, regulators, standard setters and other civil society organisations to inform their work. In terms of the priorities for the Financial System Benchmark, our focus is on closing the SDG funding gap.

These top five priorities are equal in weighting and will enable the Financial System Benchmark to hold financial institutions to account and empower WBA's role in the sustainable finance ecosystem.

Target private finance for low- and middle-income (emerging market) countries to help close the SDG funding gap, with an emphasis on transition finance. We will focus on activities that

support our Collective Impact Coalition and Communities of Practice which impact the flow of money to the Global South.

We will also pivot as appropriate to just transition and resilience/adaptation. We will target webinars and events for speaking opportunities and panels, with tailored communication activities to support these efforts.

Impact: To help overcome the biggest hurdle holding back progress: how the SDGs will be paid for. We will empower WBA agency in Finance for Development multilateral discussions, support our Official Development Aid (ODA)-focused initiatives and amplify WBA's cross-transformation work.

Link to strategic pillar: Strengthening and sustaining

Input to public/private finance discussions, overlaying our results from Development Financial Institutions (DFIs) and other key institutions against global recommendations. Ideally, focus on -Official Development Assistance relevant indicators for economic and social development to inform policy and bring finance to the table, with context and a clear narrative on responsibilities.

Focus on funding indicators which can help feed into multilateral and stakeholder initiatives on moving money flows and empowering Priority 1.

Impact: Public/private finance is a developing frontier issue which needs solving, and many global institutions and initiatives are looking for evidence to support what theories of change do and don't work.

Link to strategic pillar: Sustaining

Successfully deliver the second iteration of the Financial System Benchmark targeting 40% engagement with benchmarked financial institutions as we prepare for a launch at Davos 2025.

Impact: The Financial Systems Benchmark data will target key discussions in 2025 following COP29 in Baku, Azerbaijan, which is being branded the 'Finance COP' and a key 'halfway' discussion for COP30, where addressing the funding gap will be a make-or-break outcome in Brazil. Davos attracts the senior management of financial institutions as well as global initiatives and policymakers, creating a key opportunity to engage with decision-makers.

Link to strategic pillar: Scaling

Successfully deliver the third iteration of the Financial System Benchmark, targeting a 40% engagement rate for WBA's full transformation launch in January 2026.

Impact: Complete our institutional strategy for SDG2000 and amplify our 2026 cross-transformation findings across the global sustainable finance ecosystem. We can leverage the results from the Financial System Benchmark to empower the work of other WBA transformations to link the impact of finance to our real economy benchmarks.

Link to strategic pillar: Scaling

Deliver Financial System Benchmark data meaningfully and in context. Internally, we will leverage our finance system data and insights to amplify the work of other transformations and pull financial institutions into WBA initiatives.

Externally, we will deliver data and insights that empower civil society, align with global initiatives and accelerate collaborative multi-stakeholder action. Key topics include transition finance and just transition, nature-positive solutions and inclusive finance.

Impact: Whilst the sustainable finance ecosystem is crowded and noisy, it is noted for a lack of quality, context and true multi-stakeholder representation. We will cut through the noise by being nuanced and relevant. Our engagement rates with high priority stakeholders should increase.

Link to strategic pillar: Strengthening and sustaining

Key contributions to institutional E&C strategy

- Engagement with the Financial System Benchmark's financial institutions aligned with investor engagement priorities.
- Feed data and insights into relevant multilateral initiatives, noted above, in coordination with the institutional priorities.
- Use DFI Development Finance Institution (DFI) assessments to empower engagement with MDB multilateral development bank (MDB) plus contribute to public/private finance initiatives. Support and align WBA's MDB strategy to clearly prioritise our work across different MDBs.
- Respond to policy initiatives with data and insight to give policymakers greater agency in their negotiations.
- Pivot the Benchmark's narrative on findings to support institutional thematic strategy.

Key links to other transformations

- There is a critical link to the Climate Benchmark (transition planning and just transition) to support their engagement with real economy companies through finance. The Financial System Benchmark will focus on transition finance and inclusive finance to complement their priorities. Climate focuses on initiatives and frameworks in finance which require real economy data. The Financial System Benchmark will focus on engagement within finance on their internal processes, actions and leveraging relationships within the financial system to help close the funding gap. Strong internal coordination within WBA is needed with the FSB400 companies to maximise impact with all benchmarks, achieve the Benchmark's target engagement rates and work efficiently.
- The Benchmark's findings on how financial institutions work with real economy companies to drive change are of interest to many stakeholders, and therefore should empower WBA's Nature Benchmark team across their stakeholder ecosystem. The Financial System Benchmark's institutions can be directed into the Nature CIC.
- Support the Social Benchmark team's input into the Taskforce for Inequality and Social Disclosure (TISFD) through data and case studies, as well as explore other key issues with financial institutions to provide critical input to the initiative. Use our engagement with financial institutions on this topic to persuade them to join Gender Benchmark engagement.

- Contribute to SDG2000 research to meaningfully demonstrate the footprint of the 400 financial institutions assessed. Support for other benchmarks will be provided on a case-by-case basis balancing impact with resources and existing commitments (pivoting if justified) to ensure the Financial System Benchmark's team is not stretched too thin.

Key links to thematics

- **Transition Planning:** 400 financial institutions will be assessed using the ACT methodology, subject to secured funding. These assessments can inform the Financial System Benchmark climate indicators. There is an opportunity to empower the ACT methodology by leveraging our relationships with financial institutions.
- **Corporate Leadership:** We will be championing the Financial System Benchmark leaders and the 'art of the possible' across all our narratives. We want to play to the egos within finance and trigger the herd mentality of the sector. We will be looking to provide objective support to the United Nations Environment Programme Finance Initiative (UNEPFI) and the Net Zero Alliances. Governance indicators remain a very strong theme within the finance ecosystem, especially for ODA countries.
- **Supply Chain:** The financial system arguably has the largest supply chain of all seven systems. We will collaborate with the Nature and Social Benchmarks to empower their work and can provide specialist indicators that show data on downstream (i.e. supply chain) financing activities. The Financial System Benchmark will also be able to channel financial institutions towards specific thematic engagement activities.

Major interdependencies which could affect this plan

- Assessments and resourcing staying on track for 2025: Ensuring research analysts focus on Financial System Benchmark assessments and are not pulled into other workstreams without checking on the Financial System Benchmark priorities.
- Turnaround time from the 2025 benchmark to the 2026 benchmark and ensuring enough time is given to produce insights from the data.
- Clear priorities identified and agreed across transformations and other workstreams to align with clearly identified institutional priorities to ensure we are coordinated and efficient.
- Securing funding for the Financial System Benchmark outside the core funders who are focused on financial institution member associations.

Priority learnings to feed back into the wider organisation

- Greater clarity internally on the different roles of finance for engagement and stewardship versus the flow of capital across the financial system.
- Clarity across WBA that our priority is to mainstream sustainable finance and help support its scale, with a narrative and focus that is inclusive beyond sustainability reporting teams and beyond Europe. We are focused on collaboration.
- Make the wider organisation aware of the cross-benchmark indicators in the Financial System Benchmark, including the addition of Just Transition, Resilience and Downstream indicators.

v. Nature transformation plan

We are experiencing a biodiversity crisis. A million species are on track to be lost forever – many within decades. The UN Kunming-Montreal Global Biodiversity Framework recognises that the private sector has a role to play if we hope to halt and reverse biodiversity loss. However, there is still work to do to define the responsibility of business, versus the responsibility of states.

The next two years are crucial to push for a 'snowball' of further corporate action, to make the most of synergies between climate action and nature action, and to ensure that biodiversity loss and ecosystems are not viewed separately from the lives and wellbeing of people and communities.

In 2025, deliver on Nature's contribution to the SDG2000 research, as well as institutional and transformational key findings/narratives.

As the Nature Transformation, we will contribute to the overall SDG2000 launch moment in January 2026 by ensuring that the research for which we are accountable is delivered on time and is high quality. We will work with institutional and other transformational colleagues to help define and refine key messages for that launch, feeding in our understanding of our stakeholder needs to help ensure that the launch anticipates and responds to information gaps and needs.

Impact: The corporate accountability process is strengthened through our delivery of robust and credible research at scale.

Link to strategic pillar: Scaling

Engage companies throughout 2025 and 2026, through the research process and through Communities of Practice and other events (e.g., presenting at business/industry platform events).

We will consciously work with at least two Allies to increase the quality of our engagement with benchmarked companies, during and beyond the research process. We will use the contacts and networks of our Allies to try and improve the quality of the company contact list, as this is the first step in the overall engagement journey. Researchers will also use company engagement calls during the research process to sense and listen to the sentiments and challenges faced by companies, and feed this back into the organisation. As well as organising our own Community of Practice sessions on key topics covered by the benchmark, we will also work to 'meet companies where they are', by identifying and working with at least 2-3 key business/industry platforms or other convenings where we can engage companies in dialogue directly.

Impact: Increase companies' capacity to change through the 'learning' pathway.

Link to strategic pillar: Strengthening

Continue to run the Nature Collective Impact Coalition (CIC) focusing on increasing the number of companies assessing and disclosing their nature-related risks, impacts and dependencies throughout 2025

Under the Nature Collective Impact Coalition (CIC) we will continue to recruit new members to the CIC, and to work with existing investor and civil society members to deepen the quality of engagement with companies throughout 2025. As the Nature CIC so far has fewer investor members than some other CICs, we will also explore new and creative ways to seek to influence the focus companies and will feed these learnings back into the wider organisation. In 2026 we will either continue the CIC on the same topic, or pivot to a new topic, depending on how much company progress is visible in the next iteration of the benchmark, and on the level of interest and motivation of the CIC members.

Impact: Multistakeholder collaboration strengthens the corporate accountability process and builds the 'pressure' pathway for company change.

Link to strategic pillar: Strengthening

Publish insights and briefing documents for different stakeholders (where possible, in collaboration with Allies or influential stakeholders).

We will continue to develop insights and recommendations for a variety of stakeholders with a role to play in building corporate accountability (including investor guidance, policy recommendations and others). Across 2025 and 2026, we will highlight at least one key issue per quarter, tying the focus topics to global moments and headline news, to further build the relevance of the benchmark findings.

Impact: Publishing relevant papers and briefings to build our credibility and strengthen our 'pressure' and 'policy change' pathways.

Link to strategic pillar: Strengthening

Continue engaging the UN Convention on Biological Diversity (CBD) on the implementation of the Global Biodiversity Framework (GBF), particularly on clarifying business' responsibility.

The Global Biodiversity Framework has set out a clear expectation that large and transnational companies and financial institutions should "*regularly monitor, assess, and transparently disclose their risks, dependencies and impacts on biodiversity, including with requirements for all large as well as transnational companies and financial institutions along their operations, supply and value chains and portfolios [...] in order to progressively reduce negative impacts on biodiversity, increase positive impacts*". This is a positive step, as it means that the responsibility of the private sector is beginning to be defined. However, there is still more work needed to actually measure progress against this target. Therefore we will work with governments, the CBD Secretariat and other stakeholders to position the Nature Benchmark (in conjunction with the Financial System Benchmark) as a useful tool in tracking the implementation and impact on company behaviour.

Impact: This strengthens the corporate accountability process by socialising and embedding the concept at the UN level.

Link to strategic pillar: Sustaining

Key contributions to institutional E&C strategy

- Identify, agree on and prioritise building the relationship with one key UN agency. For Nature, this will be CBD. However, we will also explore potential alignment and relationships with UNEP (plastics), UNDP (environmental human rights) and UNCCD (land degradation).
- Target direct company performance improvement on at least one catalytic topic through the Nature CIC, and planned Communities of Practice.
- Prioritise engagement with high-priority allies. For Nature, we anticipate these Allies will include Business for Nature (NGO and member of our CIC), Rathbones (investor and member of our CIC), SBTN (nature target-setting framework and member of our CIC), UNDP (UN agency) and Rainforest Action Network (NGO).
- Prioritise the 2025 Allies Assembly through regionally relevant stakeholder outreach and engagement, planned to begin in Q4 2024 and last through Q1-2 2025.

Key links to other transformations

Financial System Benchmark

- Both large businesses and financial institutions are covered by Target 15 of the Global Biodiversity Framework (which makes clear the expectation that they assess/disclose their impacts/dependencies on nature in order to progressively reduce negative impacts on biodiversity and increase positive impacts). Nature and the Financial System Benchmark can work together to provide relevant insights and position WBA's work as a useful contribution to monitoring progress and building greater accountability.
- We can draw further insights by overlaying the Financial System Benchmark's impact/dependency indicator with Nature's real economy companies. This can highlight commonalities/trends/areas needing action, as well as case studies of good practice, focusing not only the level of assessment/disclosure, but also how this is translating into more tangible subsequent action.
- We will also explore if we can track the take-up and influence of the Taskforce on Nature-related Financial Disclosures (TNFD) through performance across both the Financial System Benchmark and the Nature Benchmark to show how disclosures and subsequent actions to reduce harmful impacts and increase positive impacts on nature are evolving.

Climate

- As the interest in transition planning, adaptation and resilience increases, the connections between expectations of companies with regard to nature and climate are becoming more explicit and obvious. In 2025, COP30 in Brazil will offer good opportunities to position our work across the two transformations, and we anticipate this would then continue into 2026 and beyond.

Social

- The UN has recognised the right to a safe, clean and healthy environment as a human right. However, there is less clarity on the business expectations around this right than for other, more established human rights. The Nature Benchmark results show that explicit business

disclosure and action on this right is low. Therefore, we see opportunities to work across the environmental and human rights spaces to build greater understanding, recognition and action on this right. This is also a unique 'value-add' that WBA can provide thanks to our work across the two spaces.

- This above-mentioned work may include collaboration/cooperation with the UNDP, the Special Rapporteur on this right, etc., to develop a briefing, Community or Practice or other event on this issue.

Key links to thematics

Transition planning

- Climate change is one of the main drivers of biodiversity loss. At the same time, protecting and restoring nature has an important role to play in climate change mitigation and adaptation. Therefore, we will support this thematic where relevant by using the results of the climate and nature assessments to shed light on how companies are performing across these interrelated areas and to highlight key areas of inaction (e.g., lack of demonstrable progress on ecosystem conversion by food and agriculture companies).

Sustainable leadership/corporate governance

- We will support this thematic where relevant (e.g. harmonising our governance indicators with other transformations and connecting and engaging relevant allies focused on governance as this thematic develops). We will work with the policy team to see whether the Nature Transformation's work can support any planned activities around EU sustainability reporting and due diligence legislation.

Supply chains

- While the supply chains thematic is still being refined, we see opportunities to better understand and define company impacts on nature and therefore lives, livelihoods and wellbeing in developing countries. The new Nature Benchmark methodology will also allow us to assess whether companies are acting on their supply chains for each topic.

Major interdependencies which could affect this plan

Plans for the WBA-wide Launch in 2026: This working group is exploring new ways to organise our engagements with stakeholders and companies under our new rhythm of working. Depending on the conclusions and ideas generated, we may shift our transformational engagement focus or need to contribute to as-yet-unforeseen institutional engagement efforts.

Climate and biodiversity COPs: Specific plans around the focus of the 'sustaining' pillar may need to shift, depending on the level of alignment/cohesion/unification of the climate and biodiversity COPs and their presidencies. At the moment, there are signs that the UNFCCC COP30 ('climate COP') in Brazil will likely include some focus on how protecting and restoring nature can help us reach climate goals, but the exact focus (and therefore opportunities for WBA's Nature Transformation) is not yet clear.

Funding: We can scope and develop 'Core Environmental Indicators' which would apply across the SDG2000 in 2026. However, the actual data collection in 2027 would incur significant additional costs (exact costs to be determined depending on indicator numbers, additional data points, etc.).

Priority learnings to feed back into the wider organisation

- How can we make our research process more efficient and capture information that enhances our ability to derive meaningful insights from the results?
- How do we continue to increase company engagement rates and bring along those beyond the top 20% of performers?
- What learnings do we have from transformation teams on embedding benchmarks in intergovernmental processes to help us understand what corporate accountability in intergovernmental processes looks like?

vi. Social transformation plan

While business has been a catalyst for human development, our current business models are leaving far too many people behind. To ensure human rights for vulnerable people and communities linked to global supply chains and work towards resolving inequalities in power and wealth, companies need to be held accountable for their influence.

Despite important progress since the launch of the UN Guiding Principles on Business and Human Rights (UNGPs) in 2011, the world's most influential companies are not meeting even the most basic expectations of socially responsible business conduct. Significant gaps remain on stakeholder engagement to ensure that companies' actions address negative impacts tailored to rightsholders' needs and experiences.

To help close the corporate accountability gap and support sustainable development, the Social transformation aims to generate evidence and actionable insights by benchmarking the world's 2,000 most influential companies through the second iteration of the Social Benchmark, which will be published in 2026. This evidence at scale is complemented by a deep-dive assessment of companies in high-risk sectors as part of the third iteration of the Gender Benchmark and the sixth iteration of the Corporate Human Rights Benchmark (CHRB) in 2026.

The Social transformation seeks to mobilise the Alliance to drive collective action on violence and harassment in supply chains through the Social Collective Impact Coalition (CIC) and Community of Practice (CoP). The transformation will work to strengthen the global corporate accountability process at the High-Level Political Forum (HLPF) and the Business and Human Rights (BHR) Forum. Through these efforts, we aim to ensure that companies are held accountable for fostering a more equal, inclusive and just society that benefits everyone.

Publish the Social, Gender and Corporate Human Rights Benchmarks and present a harmonised assessment of companies with an effective balance of scale and depth.

Impact: To publish corporate benchmarks predictably, efficiently and at scale; To support a shift towards a people-centred socio-economic model with a solid foundation of basic legal protections, standards, accountability mechanisms and incentives for good performance.

Link to strategic pillar: Scaling

Institutionalise a continuous feedback loop to help integrate learning from our engagement with Allies, CIC members, CSOs, policymakers and investors into our research and engagement efforts.

Impact: Social transformation methodologies, insights and results are used by key stakeholders to hold companies to account; To contribute to rebalancing power in the socio-economic ecosystem by bringing voices and expectations of the people at risk to the centre of the Social transformation; To help build a movement by bringing together diverse stakeholders from investor organisations, civil society organisations, trade unions and business to hold companies accountable and compel them to improve their performance.

Link to strategic pillar: Strengthening

Collaborate with, and respond to, the needs of CSO Allies in Asia and Latin America, to translate evidence from Social, Gender and CHRB into regional/ national actions.

Impact: To bring the voice and needs of those most impacted by companies into the corporate accountability process; To contribute to rebalancing power in the socio-economic ecosystem by bringing voices and expectations of the people at risk to the centre of the social transformation; To strengthen the creation of an ecosystem with clear societal expectations from companies for their impact on people, especially in sourcing countries; To help build a movement by bringing together diverse stakeholders from investor organisations, civil society organisations, trade unions and business to hold companies accountable and compel them to improve their performance; To help align the regional and global social agenda on the SDGs with the accountability of the private sector.

Link to strategic pillar: Strengthening

Position insights from the Social, Gender and CHRB to strengthen the 'Leave No One Behind' promise of the SDGs and Corporate Accountability narrative within the inter-governmental system.

Impact: To ensure that WBA's efforts to include 'corporate accountability' in the post-2030 Agenda is strengthened and aligned with impact on people; To support a shift towards a people-centred socio-economic model with a solid floor of legal minima, accountability mechanisms and incentives for good performance.

Link to strategic pillar: Sustaining

Strengthen peer learning between companies to help enhance their performance on social topics and to inform our research and engagement cycles.

Impact: Companies use our benchmark methodologies as a guide for their strategies and priorities to transform corporate behaviour; To support a shift towards a people-centred socio-economic model with a solid floor of legal minima, accountability mechanisms and incentives for good performance.

Link to strategic pillar: Strengthening

Key contributions to institutional E&C strategy

- Strengthen the institutional narrative on corporate accountability within the UN and post-2030 agenda by positioning the Social Benchmark in the High-Level Political Forum (HLPF) and CHRB in the Business and Human Rights (BHR) Forum which is under the aegis of UN OHCHR.
- Strengthen engagement and collaboration with Allies and potential Allies especially in Asia and Latin America and Caribbean (LAC) regions through Social CICs, key events/ launches, policy advocacy and snapshots.
- Policy engagement on Human Rights Due Diligence (HRDD), BHR and ILO Convention 190 on Violence and Harassment.
- Share learning from CSO engagement through Social Snapshots on how can we expand the impact of our work through other organisations in developing countries.

Key links to other transformations

Climate, Social and Finance: Develop joint insights at the intersection of ACT Core, Core Social and Just Transition indicators. Focus on human rights and environmental due diligence from a policy perspective. Explore the intersections of the Core Social Indicators (CSI) with responsible lobbying and due diligence indicators for companies in extractive, high polluting industries.

Climate, Finance and Gender: Integrate gender considerations into climate policy and implementation, ensuring that women are not left behind in the fight against climate change. Focusing on addressing structural barriers such as underrepresentation in decision-making, promoting gender parity green jobs and redistributing workloads to alleviate the burden on women.

Digital and Gender: The Gender Assessment allows for a more holistic perspective on this topic when combined with the gender indicators in the Digital Inclusion Benchmark. This allows for insights on the topic of gender equality in the digital sector.

Climate, Nature and Social: The UN has recognised the right to a safe, clean and healthy environment as a human right. However, there is less clarity on the business expectations around this right than for other, more established human rights. The Nature Benchmark results also show that explicit business disclosure and action on this right is low. Therefore, we see opportunities to work across the intersection of Social and Nature, to build greater understanding, recognition and action on this right.

Urban and Social: Collaboration will be explored at the intersection of Urban and Social on issues such as health and safety, human rights due diligence, paying a living wage, participation and stakeholder engagement, etc. We will publish joint blog posts/ op-eds, address policy recommendations and event collaboration on these issues. A joint blog post could serve as a potential starting point to align Urban's and Social's narratives going forward.

Key links to thematics

- Apply indicators from Core Social Indicators, Corporate Human Rights Benchmark and Gender across the Supply Chain and Sustainable Leadership thematics.

Major interdependencies which could affect this plan

- Planned assessments and resourcing stays on track for 2025 and 2026.

- Timely delivery of 2025 research in January 2026 so that there is sufficient time to produce insights from the data.
- Clear priorities identified and agreed across transformations and other workstreams to align with clearly identified institutional priorities to ensure we are coordinated and efficient.
- Securing funding for the social transformation.

Priority learnings to feed back into the wider organisation

- The Social transformation is the only transformation to have worked across other transformations at WBA, including Core Social Indicators (CSI) and Gender. As we move towards a streamlined research cycle and company engagement approach, it will require transformations to become familiar and collaborate with the work of other transformations. Social can help bring the other transformations along on this journey as we begin our new WBA-wide publication cycle.
- Company engagement learnings in Social: How can we replicate successes as WBA transitions to a new rhythm of working? We should strengthen and streamline company engagement as we move to this new cycle by sharing learnings from CHRb and Gender.

vii. Urban transformation plan

As a physical agglomeration accommodating most of the global population and its socio-economic activities, cities are complex, with issues such as climate change, disaster risk reduction, public health and affordability all being present and closely interlinked with one another. Companies and private actors have historically played an important role in shaping urban environments alongside government actors, but unlike their government counterparts, the roles and accountabilities of companies towards urban environments are often a lot less defined.

The first iteration of the Urban Benchmark will serve as a crucial first step to understand what companies are already doing to advance the goals set out in the SDGs and the New Urban Agenda (NUA) – sparking discussions about how governments could work with their company counterparts to create more sustainable urban environments. The second assessment of the Urban Benchmark, to be conducted in 2025 – 2026, will contribute and build upon these engagements, while also seeking to position itself as a key resource to help governments and other urban development stakeholders to better understand the contributions and possible roles that companies can play in helping cities become more sustainable, resilient, inclusive and healthy.

1. Strengthen engagement and communications to position the benchmark, its methodologies and its key findings as a key resource for strategic stakeholder groups, through a tailored strategy.

Impact: The Urban Benchmarks data, methodologies and insights are known and used by strategic stakeholders, and inform their advocacy, decisions and policies.

Link to strategic pillar: Scaling and strengthening

Details on products and activities in 2025 and 2026: The Urban Team will identify relevant UN, intergovernmental, national, and CSO processes to strengthen the accountability of corporations as they shape the urban built environment through their business practices. By the end of 2024, the team will finalize tailored strategies for six stakeholder groups with whom it will engage in the coming two years, namely: i) Companies, ii) Local government associations, iii) Civil Society Organizations, iv)

Investors and financial stakeholders, v) UN Agencies and Governments, vi) Donors and Technical Cooperation Allies. Continuous engagement with these groups will be carried out throughout 2025 and 2026. We will enhance our communications and dissemination of the methodology, data and insights of the benchmark, which may be done via op-eds, articles, how-to-guides for the use of the benchmark by stakeholder groups, and key insights excerpts, among others. Shorter pieces will allow for better reception with the intended audience, improving relevance and visibility. Activities that could enhance our visibility, such as event co-organization and other collaborations, will also contribute to this. In 2025, the Allies Assembly and COP30 are two events where we really aim to adopt a cross-transformational focus.

2. Carry out research and assessment for the second iteration of the Urban Benchmark in preparation for the 2026 WBA-wide launch, while also updating our methodology and company list, in preparation for our 2027 research.

Impact: The benchmark is gradually established as a credible, reliable and periodic source of expertise on the accountability of urban companies; WBA is established as a thought leader in the field of corporate accountability for sustainable urban development.

Link to strategic pillar: Strengthening

Details on products and activities in 2025 and 2026: The Urban Team is revising its methodology for the second iteration of the assessment, in 2025, when we will reassess urban companies to better understand their impact in shaping urban environments globally. We will also continue to refine our research around companies' footprint, which will allow us to contextualize key findings to different countries and regions. This information, and the relevant insights will inform future engagement activities, deepen our understanding of companies' impact and our estimation of the lives and economies affected. In parallel, we will be undertaking another round of stakeholder consultation in 2026, to identify any changes of issues and interests in the urban development space, which we will take as inputs for our third iteration of the Urban Benchmark research, to be executed in 2027. The consultation process will allow us to update our methodology as well as company list, addressing any shifting priorities and agendas in the urban development community.

3. Strengthen company engagement at all stages of the assessment, by intensifying our communication with leaders and laggards and consolidating Communities of Practice where we share best practices

Impact: Companies are better informed and change their behaviour improving disclosure and implementing effective sustainable strategies and practices

Link to strategic pillar: Strengthening and scaling

Details on products and activities in 2025 and 2026: We will strengthen company engagement as we proceed with subsequent iterations of our benchmark. In 2024 we conducted more intensive bilateral engagement with 10 of Urban's companies, and we aim to triple this number in 2025. This will allow us to meet our public sector stakeholders' expectations, while also building our credibility. The team will work together with the institutional and transformations' engagement teams to identify areas for company improvement and best practices. We will also establish our first Communities of Practice (CoP) in 2025, extending to 2026, through which we will facilitate the exchange of knowledge and good practices between leading and lagging companies in our benchmark. In doing so, we hope to contribute to companies' continued improvement and the creation of more sustainable urban environments.

4. Launch the Urban Collective Impact Coalition by gathering information and building consensus around a diverse group of allies and stakeholders.

Impact: A coordinated and collective engagement campaign around an agreed upon topic builds on the findings of the Urban benchmark and exerts pressure on companies to advance sustainable practices and policies.

Link to strategic pillar: Strengthening and scaling

Details on products and activities in 2025 and 2026: Towards the end of 2024 and beginning of 2025, we expect to already identify key topics for a potential CIC and scope for interest in Investors Quarterly Meetings. In 2025, we will begin to build a group of allies, integrating both 'leader' and 'supporter' roles. By mid 2025, we hope to present in the Allies Assembly a draft statement for the CIC to officially launch the campaign. We will review the campaign periodically and publish insights when relevant, while continuing to facilitate and deepen engagement with investors, companies, CSOs, and UN agencies. The CIC will serve as a platform for us to advance our recommendations in corporate accountability. In support of these, we will work with allies and friendly organizations that share our findings and objectives, amplifying our work.

Key contributions to institutional E&C strategy

- In conjunction with other transition initiatives (i.e., regionalisation/ project footprint), urban can bridge global and local discussions on the role of companies in contributing to a more sustainable future. The benchmark can provide examples of best practices and of how company operations are affecting our everyday lives in major urban areas. For example, some of the best practice stories that the urban team collects during our data collection phase could be used to illustrate how companies' global policies are implemented on the ground.
- Covering a number of state-owned enterprises (SoEs) and sectors that are traditionally considered 'public sector', the urban transformations' data and key findings could potentially demonstrate how our research could be useful, especially for policymakers, as well as national and sub-national government stakeholder groups.

Key links to other transformations

Nature: Possessing a number of indicators that are aligned with Urban, as well as indicators that are complementary to each other, Nature and Urban could jointly release findings on topics like health or water. Meanwhile, the socio-economic indicators that Urban covers could be a value-add to this initiative.

Social: Potential collaborations could explore the intersection of human rights and rights that complement it pertaining to the urban sector, i.e., the human right to water or the human right to adequate housing.

Climate and Energy: Climate change remains one of the key topics that urban stakeholders are interested in, both in terms of mitigation and adaptation, but particularly in terms of adaptation. Many industries covered in the Urban Benchmark speak to sustainability from the climate perspective, including real estate, utilities and transport, and the urban team will continue to seek collaboration with the climate team in these sectors.

Finance: Alignment with the Financial System Benchmark will be explored from the perspective of companies' developing country footprint. Financial institutions will play an important role in ensuring that money is channelled into less-developed, but rapidly urbanising regions, while also targeting that money towards the infrastructure and other real economy sectors that support the SDGs, particularly in urban areas.

Policy team: Joint engagement between the policy team and the urban team with governments of developing countries and/or UN agencies or development of policy recommendations for select partner governments in developing countries will allow us to demonstrate our ability to influence not only companies, but also policies – both of which are entry points we can leverage to advance corporate accountability. Specific partner governments in developing countries are still to be determined.

Key links to thematics

Corporate governance: In the context of urban environments, there is an emerging shift from top-down governing approaches to ones that emphasise partnerships between municipal government, civil society and private actors. In this context, it will be important for Urban to clarify how corporate governance can contribute to the processes of urban governance. Additionally, consistent data collection on this indicator for all benchmarks could potentially illustrate how the governance processes of one industry group is linked with the others within the full business ecosystem.

Supply chain: Building on indicators shared by multiple WBA benchmarks, the Urban team may attempt to identify whether certain sustainable development aspects are implemented consistently throughout the supply chain. This is likely to touch upon topics whose management often cuts across multiple sectors, such as water, biodiversity or health, among other things.

Major interdependencies which could affect this plan

Funding: Execution of Urban's plans will be dependent on the amount of funding Urban can obtain by 2025, and the amount of additional expenditures that the decisions of the transition working group(s) will mean for Urban. The Urban Benchmark has garnered considerable interest from several potential strategic partners throughout our engagement in 2024, but a firm commitment has yet to be made.

External narratives: Urban issues are dynamic by nature, and its focus may differ by year. Some examples of the narratives/ issues that the Urban transformation intends to focus on over the next two years have been mentioned under the CIC section of this plan. But these may be subject to change.

Demand for more granular data: As part of our efforts to identify the impact of our companies, Urban has begun to shift away from focusing on company headquarters in its analysis to also examining companies' country of operations. But given the significantly varying challenges that are faced by cities even within the same country, there may be demand for even more granular data. Whether Urban will be able to accommodate this need is dependent on the funding and resources that the team is able to obtain over the next few years.

Priority learnings to feed back into the wider organisation:

- Adjusting methodologies and maintaining the relevance of the benchmark amidst Urban's dynamic and ever-changing environments
- Influencing stakeholder action via CICs and CoPs and establishing both systematically

- Gaining recognition as a key expert in corporate accountability for sustainable urban development
- Implementing a systems approach for team processes

10. NewCo

As the WBA methodologies become more known and act as standards for what companies should be doing, we have frequently received feedback that companies outside our keystone sample want to understand their performance, see how they rank relative to their peers and benefit from our learnings. So far, we haven't been able to provide such feedback, since it is a time-consuming task, and it would fall out of the scope of our general work.

After evaluating the possibilities, we determined that the best way to meet this need is with a self-assessment platform, wherein companies and other stakeholders can complete these assessments in a user-friendly, guided fashion. With the working title 'NewCo', this tool will provide companies with clarity on society's expectations of them, regarding their impact on people and the planet, and catalysing their transformation for the common good. The self-assessment tool uses the WBA methodologies at its core.

To follow a user-centric approach, in the initial phase of the development of NewCo tools, the WBA team engaged with multiple stakeholders that could be a user group or would benefit from accessing such tools.

Depending on the users, the tools can help in the following:

- **Setting priorities** – Using the tool, the users can understand which indicators should be prioritised and focus on a strategy of non-financial data, find gaps in their supply chain policies to achieve SDGs and improve on them.
- **Compare and understand** – Gain insights into what a policy can or should look like, being able to compare itself to other companies in the regular WBA benchmarks, a company can see what others do to promote change.
- **Get new resources** – By accessing the NewCo tools, users can get access to the people who can help them improve.

In future iterations of the platform, there will be a monetisation element to different tasks to be performed by users.

11. Learning Agenda

In 2023, WBA presented its first Learning Agenda, building on our 2023 Annual Plan, as well as an organisation-wide impact, learning and development survey alongside in-depth interviews. We are continuing to execute the Agenda in 2025 with some updates (see Table 1). The main drivers of these changes are:

- The new approach to our research processes and the priorities that we set across the organisation
- Internal insights, such as the outcomes of the recurring IL&D employee survey and annual Learning Week
- Outcomes of WBA's second independent evaluation and case studies
- Progress on internal WBA workstreams

To execute the learning and development aspects of this learning agenda, a WBA-wide learning rhythm has been designed to harmonise our learning and development programs, activities and priorities. It offers a structure that allows individuals, teams and the entire organisation to grow the needed skills and competences to maximise impact. This rhythm of learning and development activities is flexible and is intended to evolve over time following the learning and development needs of the organisation on the road to our new rhythm and way of working.

TABLE 1: LEARNING QUESTIONS UPDATE

SCALING	
	2025
1	How do we effectively roll out the assessment of all SDG2000 companies?
2	How can we increase the transparency, harmonisation and standards of WBA research?
3	What safeguards or standards are needed to ensure consistent, high-quality research when working with research partners?
4	What tools need to be optimised and developed to increase efficiency in the research process and promote ease of access to data and metadata?
5	How do we continue to maintain inclusivity as the Alliance grows?
6	How can we embed knowledge in our organisational memory and make it accessible?
STRENGTHENING	
	2025
1	What are the most effective ways to increase company engagement?
2	How do we maximise the relevance and usefulness of our methodologies, results and insights for key stakeholders following the change in our working rhythm?
3	How have our CICs and CoPs influenced changes in company policies and practices? Which actions were effective in driving change?
4	How do we identify and respond to emerging issues in an efficient and timely manner, which supports our relevance?

5	What are effective mechanisms for facilitating intra-Alliance partnerships and encouraging co-creation within the Alliance?
6	How do we increase the visibility of WBA and WBA benchmarks among key audiences?
SUSTAINING	
2025	
1	What are the most effective UN or intergovernmental 'homes' for transformational benchmarks as an accountability mechanism?
2	How can we bring in Allies and other organisations to work on our UN agenda?
PEOPLE AND ORGANISATION	
2025	
1	What is needed to become a truly inclusive learning organisation?
2	What competencies are needed to deliver on the pillars of our strategy (scaling, Strengthening, Sustaining)?
3	How do we build institutional leadership, enabling a sense of collective responsibility for WBA impact?
4	How can People Leads be effective in their role and operate as a visible organisational leadership group?
5	How do we align individual, functional and organisational goals and learning questions?
6	How can we meaningfully link our finances to our impact?
7	How can we create an operational structure of support and insight that can facilitate decentralised decision making?
IMPACT AND LEARNING	
2025	
1	To what extent does strong performance in the benchmark cascade through to positive impact on people and the planet?
2	How do the behavioural changes that occur within companies as a result of our benchmarks improve peoples' lives in low income/developing countries?
3	How can we use the results of our independent evaluation to inform decision-making, promote accountability and prioritise learning?
4	How can we best monitor the effects of stakeholder actions that are informed by WBA results and insights?
LEARNING AND DEVELOPMENT	
2025	
1	How can we build a learning cycle which continues to amplify our impact at individual, team and collective levels?
2	How can we inspire everyone to consistently keep a learning question and goal front of mind?
3	How can we build collective disciplines, structures and psychological safety which supports self-management?
4	How can we build a flexible learning process and agenda that adapts to the needs of the organisation?
5	How do we build collective capability to combine psychological safety, developmental challenge and high performance?

12. Biennial calendar

i. Internal

January
Annual Audit starts
February
Biennial Planning workshop kick off
March
In-person Supervisory Board Meeting
Annual Audit ends
Annual Report
April
ILD In person days
May
In-Person Biennial Plan Workshop
In-person People Lead workshop
In-person Finance and Operations day
Biennial Planning Workshop
Supervisory Board Meeting
June
Biennial Plan document update starts
July
August
September
Supervisory Board Meeting
October
WBA Learning Week
November
Interim Audit
Annual Report kick-off
December
Supervisory Board Meeting

ii. External

2025

2025	Q1	January	February	March	Q2	April	May	June	
Global moments		World Economic Forum						UN Oceans conference HLPF	
International days				International Women's Day		International Mother Earth Day		World Oceans day	
Themes and priorities		Footprint of the SDG2000							
Seven systems, SDG2000, footprint		Publication - update SDG2000 Insights - footprint SDG2000		Insights - social footprint		Insights - nature footprint		Report - seven systems tr	
Methodologies, scores, rankings		RDR Big Tech Scorecards	All methodologies online Financial - Second bench	mark iteration					
Company and stakeholder engagement						Investor statement WBAJHR			
NewCo and 3rd party resources		ACT training center							
Community of practices		Climate Social				Nature Impact of CSRD			
Collective Impact Coalitions		Ongoing - Nature				Start - Just transition planning			
		Ongoing - Ethical AI	Progress Report						
		Ongoing - Food loss and waste							
		Ongoing - violence and harassment in global supply chains							
		Ongoing - emerging markets	Progress report			Webinar			
Ally convenings and stakeholder roundtables		Roundtable in Daves						Allies Assembly in Kenya	
Insights, research papers, thoughtleadership		Insights - plastic Insights - nutrition Insights - Urban				Insights - HRDD Report - Transition planning Report - Greening digital companies ITU/WBA Report - Finance Op-ed - Urban		Op-ed - oceans	
Policy advocacy		Publish VNR Guide							

2025	Q3	July	August	September	Q4	October	November	December
Global moments		UNFSS+4		UNGA			COP30 BHR Forum	
International days				International day of Awareness of Food Loss and Waste		World Food day		
Themes and priorities						Building momentum to launch		
Seven systems, SDG2000, footprint		Insights - food footprint				Insights - food footprint	Insights - social footprint Insights - climate footprint	
Methodologies, scores, rankings		RDR AI assessment				Publication - ACT methodologies		
Company and stakeholder engagement								
NewCo and 3rd party resources								
Community of practices		Oceans Urban						
Collective Impact Coalitions						Progress report		
Ally convenings and stakeholder roundtables						Session at CFS	Session at COP30	
Insights, research papers, thoughtleadership		Insights - Water and climate Report - Urban Case study - impact				Case study - impact		Cross sectoral insights - Nature, climate, finance
Policy advocacy		Policy brief - World Social Summit						

2026

2026 Q1	January	February	March	Q2	April	May	June
Global moments	World Economic Forum						
International days			International Women's Day		International Mother Earth Day		World Oceans Day
Themes and priorities	WBA wide launch Sustainable leadership						
Seven systems, SDG2000, footprint	Publishing the results of all 2000 companies						
Methodologies, scores, rankings							
Company and stakeholder engagement		Investor guidance	Investor guidance				
NewCo and 3rd party resources							
CoPs				Nature Oceans			
CICs	Ongoing - Nature			Progress report			
	Ongoing - Emerging markets		Progress report				
	Ongoing - Violence and harassment in global supply	Progress report	Meeting	Meeting			
	Ongoing - Ethical AI						
	Ongoing - Urban						
	Ongoing - Food			Progress report			
Ally convenings and stakeholder roundtables			Roundtable at CSW	Roundtable at London Climate Week			Allies Assembly
Insights, research papers, thoughtleadership	Insights - Sustainable leadership		Report - Gender	Report - health			Insights - UNFSS stocktake
	Insights - nutrition			Insights - nature and social			
				Insights - cross transformational			
Policy advocacy							

2026 Q3	July	August	September	Q4	October	November	December
Global moments	HLPF		UNGA New York Climate week	COP17		COP31 BHR Forum	
International days							
Themes and priorities							
Seven systems, SDG2000, footprint							
Methodologies, scores, rankings				Publication - All methodologies online			
Company and stakeholder engagement							
NewCo and 3rd party resources							
CoPs	Nature Urban						
CICs	Meeting			Progress report			
	Progress report						
Ally convenings and stakeholder roundtables	Roundtable at PRI in Pers	Roundtable at HLPF		Roundtable at World Urban Forum		Roundtable at BHR Forum	
	Roundtable at NY Climate week			Session at CFS			
Insights, research papers, thoughtleadership	Report - Social		Report - state of corporat	Report - CHR8			
	Insights - tbc			Insights - road to COP17			
	Report - Urban			Insights - Urban			
	Insights - cross transformational			Case study - impact			
	Report - industry focused			Insights - in collaboration with IFAD			
	Report - industry focused			Report - industry focused			
Policy advocacy							



13. Footprint 2025_2026

The expected footprint of our WBA team for 2025 and 2026 is a growth of a total of 18 new additions, with nine people expected to join WBA in 2025 and five expected in 2026. Team growth is mainly in our Research and Digitisation and in Engagement and Communications functions. While we have been growing rapidly in 2024 (additional headcount: 38) to maximise our new working rhythm, we are looking at strengthening this team in the upcoming two years, with less focus on hiring and more focus on internal dynamics. The headcount expected in the upcoming two years will mainly be geared towards stabilising the team and sustaining the overall workload and mission.

Expected team growth in 2025



Expected team growth in 2026



14. Budget 2025_2026

The annual budgets for 2025 and 2026 align with our updated strategic priorities and reflect our resource needs to achieve the set objectives. While the overall format remains largely unchanged, there are a few key updates. We have introduced separate budget columns for Institutional Research and Digitisation, Institutional Engagement and Communication costs and Technology and Digitisation expenses. Each is now reported in its own column. Please note that Technology and Digitisation costs are distributed across various budget categories and are therefore included in the total budget column.

WBA								
Annual Plan 2025 (Priority)								
Details	Benchmarks	Policy	Institutional Engagement and Communication	Institutional Research and Digitisation	Impact and Learning	Operations	Total	Technology and digitisation
- Salaries and Wages	€ 7,524,466	€ 417,521	€ 1,290,202	€ 414,994	€ 445,591	€ 676,822	€ 10,769,595	€ 401,512
- Other employee expenses	€ -	€ -	€ -	€ -	€ -	€ 318,920	€ 318,920	€ -
Total Salaries and Wages	€ 7,524,466	€ 417,521	€ 1,290,202	€ 414,994	€ 445,591	€ 995,741	€ 11,088,515	€ 401,512
- Roundtables	€ 215,500	€ 73,000	€ 271,000	€ -	€ -	€ -	€ 559,500	€ 10,000
- Stakeholder relations / Learning costs	€ 394,783	€ 54,000	€ 27,000	€ -	€ 256,000	€ 143,241	€ 815,124	€ -
- Communication	€ 144,210	€ -	€ 138,940	€ -	€ 1,800	€ -	€ 284,950	€ -
- Front end technology	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 180,000
Total Outreach and communication	€ 694,493	€ 127,000	€ 436,940	€ -	€ 257,800	€ 143,341	€ 1,659,574	€ 190,000
- Downstream partners	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
- Research partners	€ 1,315,697	€ -	€ -	€ 195,703	€ -	€ -	€ 1,511,400	€ -
- Technology and digitisation	€ 702,237	€ 35,112	€ -	€ 133,425	€ 52,674	€ 211,903	€ 1,135,351	€ 219,000
- Other consultancy expenses	€ 1,960	€ -	€ -	€ -	€ 10,000	€ -	€ 11,960	€ -
- Hosting and support	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 40,368
Benchmark operations	€ 2,019,894	€ 35,112	€ -	€ 329,128	€ 62,674	€ 211,903	€ 2,658,711	€ 259,368
- Office expenses	€ -	€ -	€ -	€ -	€ -	€ 219,747	€ 219,747	€ -
- Financial expenses / Licensing & Hardware	€ -	€ -	€ -	€ -	€ -	€ 321,449	€ 321,449	€ 188,430
- Supervisory board expenses	€ -	€ -	€ -	€ -	€ -	€ 172,800	€ 172,800	€ -
Total Organisational support	€ -	€ -	€ -	€ -	€ -	€ 713,996	€ 713,996	€ 188,430
Subtotal	€ 10,238,852	€ 579,632	€ 1,727,142	€ 744,122	€ 766,065	€ 2,064,981	€ 16,120,795	€ 1,039,311
- Interest income	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
- Exchange / payment differences	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Other P&L items	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
TOTAL	€ 10,238,852	€ 579,632	€ 1,727,142	€ 744,122	€ 766,065	€ 2,064,981	€ 16,120,795	€ 1,039,311
	64%	4%	11%	5%	5%	13%	100%	6%

WBA								
Annual Plan 2026 (Priority)								
Details	Benchmarks	Policy	Institutional Engagement and Communication	Institutional Research and Digitisation	Impact and Learning	Operations	Total	Technology and digitisation
- Salaries and Wages	€ 7,867,879	€ 502,769	€ 1,503,398	€ 505,467	€ 445,861	€ 695,661	€ 11,521,035	€ 412,743
- Other employee expenses	€ -	€ -	€ -	€ -	€ -	€ 328,487	€ 328,487	€ -
Total Salaries and Wages	€ 7,867,879	€ 502,769	€ 1,503,398	€ 505,467	€ 445,861	€ 1,024,148	€ 11,849,522	€ 412,743
- Roundtables	€ 194,150	€ 73,000	€ 245,000	€ -	€ -	€ -	€ 512,150	€ 10,000
- Stakeholder relations / Learning costs	€ 349,513	€ 54,000	€ 27,000	€ -	€ 256,000	€ 148,358	€ 834,870	€ -
- Communication	€ 184,572	€ -	€ 137,070	€ -	€ 1,800	€ -	€ 323,442	€ -
- Front end technology	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 75,000
Total Outreach and communication	€ 728,235	€ 127,000	€ 409,070	€ -	€ 257,800	€ 148,358	€ 1,670,462	€ 85,000
- Downstream partners	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
- Research partners	€ 204,738	€ -	€ -	€ 24,821	€ -	€ -	€ 229,559	€ -
- Technology and digitisation / Back end plat	€ 625,830	€ 31,608	€ -	€ 120,109	€ 48,469	€ 125,787	€ 951,803	€ 141,000
- Other consultancy expenses	€ -	€ -	€ -	€ -	€ 75,000	€ -	€ 75,000	€ -
- Hosting and support	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 58,114
Benchmark operations	€ 830,568	€ 31,608	€ -	€ 144,930	€ 123,469	€ 125,787	€ 1,256,362	€ 199,114
- Office expenses	€ -	€ -	€ -	€ -	€ -	€ 230,735	€ 230,735	€ -
- Financial expenses / Licensing & Hardware	€ -	€ -	€ -	€ -	€ -	€ 331,092	€ 331,092	€ 232,405
- Supervisory board expenses	€ -	€ -	€ -	€ -	€ -	€ 37,600	€ 37,600	€ -
Total Organisational support	€ -	€ -	€ -	€ -	€ -	€ 599,427	€ 599,427	€ 232,405
Subtotal	€ 9,426,681	€ 661,377	€ 1,912,468	€ 650,397	€ 827,130	€ 1,897,719	€ 15,375,772	€ 929,263
- Interest income	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
- Exchange / payment differences	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Other P&L items	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
TOTAL	€ 9,426,681	€ 661,377	€ 1,912,468	€ 650,397	€ 827,130	€ 1,897,719	€ 15,375,772	€ 929,263
	61%	4%	12%	4%	5%	12%	100%	6%

Budget Prioritisation

Process for Prioritisation and Adjustments

Starting in 2025, WBA will implement a biennial planning cycle, establishing a comprehensive two-year plan aligned with our strategic goals and aspirations. As WBA continues to grow, with many of our funding agreements remaining short-term and new funding secured throughout the year, the plan is designed to remain flexible and adaptable, not limited by the funding available at the beginning of the two-year cycle. However, if we are unable to close the funding gap during the biennial period, we would need to scale back activities, with the first to be postponed or removed being those marked as 'aspirational' in the biennial plan.

To guide further prioritisation and adjustments throughout the cycle, we have established a robust process. This process leverages our funding pipeline, rolling forecast and liquidity forecast, providing essential data that informs decision-making. These elements are then reviewed in our quarterly Organisational Leadership meetings, where strategic decisions on prioritisation and adjustments are made. Each component of this process plays a critical role in ensuring that our activities align with both our financial capabilities and strategic objectives.

Funding Pipeline

The funding pipeline, updated monthly, serves as a dynamic tool to track potential and secured funding sources. It includes potential funders, ongoing conversations, proposals under assessment and secured funding. For each stage, we estimate the funding amount, the specific activities it will support (whether transformation-specific or institutional) and the expected confirmation timeline. We assign probabilities to each item, weighted based on the pipeline stage and gathered intelligence, to forecast the most likely funding outcomes.

This pipeline acts as a funnel, recognising that not all prospects will materialise into secured funding. By assigning weighted probabilities, we can better predict our income and identify potential shortfalls earlier, enabling proactive adjustments. This process is crucial for anticipating and mitigating financial risks, ensuring that we are well-prepared to adapt our plans as needed.

Rolling Forecast

Every quarter, we update our forecasted spend over a 24-month horizon. This rolling forecast provides a more accurate and timely reflection of the organisation's budgetary needs compared to the biennial budget set at the beginning of each two-year cycle. By regularly updating this forecast, we ensure that our financial planning remains responsive to evolving circumstances, allowing us to make informed decisions about resource allocation throughout the biennium.

Liquidity Forecast

The liquidity forecast focuses on actual and expected committed cashflows over a rolling 12-month horizon. This forecast ensures that we do not commit to expenses beyond what we have secured or are reasonably confident of securing. Updated monthly and shared internally, the liquidity forecast is vital for maintaining a clear and current understanding of our cash position, enabling us to manage our financial commitments prudently and avoid overextending our resources.

Quarterly Resource Allocation Meeting

Quarterly, the Organisational Leadership team convenes to review and discuss any necessary adjustments to our plans. These discussions may involve reallocating resources to cover expenses related to unforeseen activities or postponing or cancelling activities that can no longer be funded due to a shortfall.

In cases where adjustments are required, we follow a set of guiding principles to prioritise effectively:

Balancing Our Agenda: We maintain a balance between scaling, strengthening, and sustaining our initiatives. As we move into 2025, the principle of "Scale First, Depth Later" will continue to guide us, with an increasing focus on strengthening and sustaining our activities.

Consultation with Impacted Parties: Adhering to our TEAL principle, no activity is cancelled or changed without consulting those impacted by the decision and providing an opportunity to explore alternatives.

Prioritisation Based on Funding Sources: Activities heavily reliant on earmarked funding take precedence over those supported primarily by institutional funding. However, the continuity of the organisation always takes ultimate priority, which may require us to seek greater flexibility from our donors.

Retaining Existing Staff: Retaining our current staff is prioritised over hiring new personnel. This may lead to existing staff taking on different tasks or roles within the organisation, ensuring that we maximise our resources and maintain operational stability.

15. Annexes

a. SDG2000

Objectives/Priorities	Rationale	Link to the Institutional Strategy	Activities	Strategic Pillar
<p>Understand and demonstrate the relevance and impact of each of the seven systems transformations, particularly in low- and middle-income countries.</p>	<p>The SDG financing gap is widening in low- and middle-income, which are countries are under increasing pressure. We need to show more explicitly how our seven systems transformations, and the actions of companies within them, have an impact in low- and middle-income countries. This will help support our propositions to various donors.</p>	<ul style="list-style-type: none"> We are recognised as a centre of expertise on corporate accountability for sustainable development. We have an external profile as a thought leader on corporate responsibility, transparency and accountability. We become a widely cited source of facts and figures on corporate accountability for sustainable development. 	<p>2025</p> <ul style="list-style-type: none"> Research and publish an updated seven systems paper in 2025 (in collaboration with the transformations). <p>2026</p> <ul style="list-style-type: none"> Research and analyse and share the economic, social and environmental impact of the SDG2000 on low- and middle-income countries within the framework of the seven systems. 	
<p>Ensure companies in the SDG2000 are the most influential in the world.</p>	<p>The private sector is critical to achieving the UN's Sustainable Development Goals by 2030. The SDG2000 list identifies the 2,000 most influential companies, from Algeria to Vietnam. Given that these are the companies that are going to shape our future, they must be rigorously and</p>	<ul style="list-style-type: none"> There is no explicit link, but the SDG2000 companies form the basis for all of WBA's work on corporate accountability. All of WBA's impact is ultimately determined by the degree to which the companies in the SDG2000 enhance the positive, and reduce the negative, footprint 	<ul style="list-style-type: none"> Identify industry-specific metrics (e.g. production volumes, subscribers, etc.) to determine if companies are keystone and if they provide context for industries being assessed by our transformations (ongoing). 	

Objectives/Priorities	Rationale	Link to the Institutional Strategy	Activities	Strategic Pillar
	continuously verified to ensure the credibility of the SDG2000.	of their operations, supply chains as well as products and services.	2025 <ul style="list-style-type: none"> • Publish an updated list of the SDG2000 companies in January and explain why they are the most influential. • Build awareness in the media of the list. • Improve our branding to position the SDG2000 list in a way where people will remember and talk about these 2000 companies. 	
Ensure accuracy, transparency and comparability of/between the SDG2000.	The accuracy of the SDG2000 dataset ensures credibility for WBA. A range of underlying company attributes deepens understanding of the companies and supports comparisons across industries, ownership types, regions and income levels. This makes the list more analytical, useful and relevant to stakeholders.	<ul style="list-style-type: none"> • Ensure the SDG2000 has relevant attributes that are well defined and meet the needs of benchmarks and stakeholders. • We become a widely cited source of facts and figures on corporate accountability for sustainable development. 	<ul style="list-style-type: none"> • Identify relevant attributes in collaboration with Research and Transformation leads, Communications, Engagement and other stakeholders. • Maintain and update attributes and use them for an annual SDG2000 release followed by analytical research (ongoing). • Create company correspondence tables to display relevant corporate data sets (e.g., Science Based Target initiatives (SBTi), lobbying expenditures, SEC, etc.) and develop data extraction routines (ongoing). • Finalise the <i>Attributes Guidance</i> document (Q3 of 2024). 	

Objectives/Priorities	Rationale	Link to the Institutional Strategy	Activities	Strategic Pillar
			<ul style="list-style-type: none"> • Research and write pieces using findings from our data (e.g., Women on the Board, lobbying expenditures, taxation, etc.), (ongoing). <p>2025</p> <ul style="list-style-type: none"> • Publish the SDG2000 list in January with an expanded list of attributes. <p>2026</p> <ul style="list-style-type: none"> • Publish data sets that support our stakeholders in using our data. • Support the development of a data portal for easy access to all our data. 	
<p>Understand and demonstrate the relevance and impact of each of the seven systems transformations, particularly in low- and middle-income countries.</p>	<p>The SDG financing gap is widening in low- and middle-income countries, which are under increasing pressure. We need to show more explicitly how our seven systems transformation, and the actions of companies listed on these transformations, have an impact in low- and middle-income countries. This will help support our propositions to specific donors.</p>	<ul style="list-style-type: none"> • We are recognised as a centre of expertise on corporate accountability for sustainable development. • We have an external profile as a thought leader on corporate responsibility, transparency and accountability. • We become a widely cited source of facts and figures on corporate accountability for sustainable development. 	<ul style="list-style-type: none"> • Research and publishing of updated seven systems paper (2025). 	

Objectives/Priorities	Rationale	Link to the Institutional Strategy	Activities	Strategic Pillar
<p>Understand the footprint of individual SDG2000 companies and aggregate to industries, transformations and the full SDG2000 list of companies.</p>	<p>Gaining a deeper insight and overview of the footprint helps to:</p> <ul style="list-style-type: none"> • Bring greater insight into the positive and negative impacts of these companies, in terms of the nature of the impact, their scale and geographical location. This will help our proposition to donors who have a focus on specific impact areas. • Contextualise benchmark findings by helping answer the 'So what?' question. • Create data points and stories that help communicate the relevance of companies to wider audiences. 	<ul style="list-style-type: none"> • We are recognised as a centre of expertise on corporate accountability for sustainable development. • We have an external profile as thought leader on corporate responsibility, transparency and accountability. • We become a widely cited source of facts and figures on corporate accountability for sustainable development. 	<ul style="list-style-type: none"> • Continue to identify, define and populate people, planet and politics footprint data (ongoing). 2025 • Identify industry-specific metrics (e.g. production volumes, subscribers, etc.) to determine if companies are keystone and provide context for industries being assessed by the various transformations (ongoing). • <i>Keystone Footprint Metrics</i> document (Q3 2024). • Identify and pilot people, planet and politics footprint data (<i>Project Footprint Framework</i> document Q4 2024) • Industry snapshots of footprint • Research to identify industry value chains and measure corporate supply chain footprints (Supply chain footprint document Q42024). • Expand our location data sets by providing the geographic footprint of companies. Publish a document on the geographic spread and implications of the SDG2000 (Q3 2025). 	

Objectives/Priorities	Rationale	Link to the Institutional Strategy	Activities	Strategic Pillar
			<ul style="list-style-type: none"> Collect, clean, analyse and publish footprint data. This will be carried out by the SDG2000 team alongside transformations, as well as through insourcing and outsourcing (ongoing). <ul style="list-style-type: none"> Release a full data set in Q4 2025, depending on resources. Draft footprint insights. 	
<p>Communicate the impact (footprint data and company performance) of the SDG2000 companies to show how these companies are impacting people and planet.</p>	<p>Increase awareness for the 2000 companies and why they are influential:</p> <ul style="list-style-type: none"> Answer the question: Who are the SDG2000 and why should people care? Use footprint facts to generate attention towards the 2026 launch. Contextualise benchmark findings by allowing people to understand the impacts of these companies. 		<p>2025 footprint</p> <ul style="list-style-type: none"> Create and publish footprint stories and insights for the 2000 companies, across industries and transformations. Explore partnerships with organisations like Visual Capitalist, to socialise footprint data in a viral way. Develop a website (page) for the SDG2000 list that speaks to the footprint data, the overall data we publish and stories on how these companies are impacting people and planet. <p>2026 footprint and performance</p> <ul style="list-style-type: none"> Footprint data is used in the writing of insights and stories throughout 2026. Develop a communication campaign that starts in January, led by the working group focused on 	

Objectives/Priorities	Rationale	Link to the Institutional Strategy	Activities	Strategic Pillar
			<p>the launch and the communications team. Focus on having all data available at once for all stakeholders_(media and Allies) to use.</p> <ul style="list-style-type: none"> • Create a drumbeat of moments where we highlight the performance of all 2000 companies in 2026 and repeat messaging of the launch. 	
<p>WBA becomes a widely cited source of knowledge on corporate accountability for sustainable development.</p>	<p>Need to contextualise corporate accountability through research pieces on the people, planet and political impact of companies. Collaborating with partners in the corporate sustainability space enhances knowledge and raises visibility of WBA.</p>	<p>We are recognised as a centre of expertise on corporate accountability for sustainable development.</p>	<ul style="list-style-type: none"> • Working with communications and the transformations to identify relevant research topics related to company impacts on people, planet and politics (ongoing). <p>2025</p> <ul style="list-style-type: none"> • Liaise with partners, particularly on company coding in order to facilitate data exchange. • Publication of relevant research (Q4 2024 -Q4 2026). • Participate in relevant corporate data-related standard setting conversations in order to facilitate better research and analysis for all stakeholders. 	

Objectives/Priorities	Rationale	Link to the Institutional Strategy	Activities	Strategic Pillar
			2026 <ul style="list-style-type: none"> • Host a meeting on measuring corporate footprints with stakeholders and partners involved in this area. • Similar activities will be undertaken as in 2025. 	

b. Transition Working Groups

i. Plans for WBA-wide Launch 2026

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
Define the positioning of the SDG2000 for the first big WBA-wide launch.	<p>Goal: We are recognised as a centre of expertise on corporate accountability for sustainable development. CSFs: We have an external profile as a thought leader on corporate responsibility, transparency and accountability.</p> <p>Goal: We bring the voice and needs of those most impacted by companies into the corporate accountability process. CSFs: Our engagement and communication include and amplify the voice of those impacted by companies or bring it to those that can legitimately speak on their behalf.</p>	<p>2025</p> <ul style="list-style-type: none"> • Campaign to create momentum throughout the year that fosters interest in the SDG2000 companies, and the impact and influence they have, through the strategic use of our footprint data. • Improve the data and stories around the SDG2000 list on the website. • Collect further data on the footprint and impact of the SDG2000 companies. • Update the narratives for the SDG2000 and transformations. <p>2026 No working group activities</p>	Sustaining and strengthening
Develop a successful SDG2000 WBA-wide launch and determine what the campaign(s) needs to achieve and for who.	<p>Goal: We are recognised as a centre of expertise on corporate accountability for sustainable development. CSFs: We have an external profile as a thought leader on corporate responsibility, transparency and accountability.</p> <p>Goal: Our methodologies, insights and results create clarity for companies and are used as a roadmap for change.</p>	<p>2025</p> <ul style="list-style-type: none"> • Creative ideas for maximum impact and directions for launch/themes. • Detailed communications and media plan for the big SDG2000 launch, which we begin to execute. • Action plan for how to involve Allies in our launch and subsequent campaigns. • Design and start the process for developing the five overall findings. 	Sustaining and strengthening

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
	<p>CSFs: Our (benchmark) insights influence the views of stakeholders as well as public opinion.</p> <p>Goal: We engage and collaborate with a growing number of globally diverse multi-stakeholders.</p> <p>CSFs: Growing numbers of companies engage on their performance on sustainable development.</p>	<p>2026</p> <ul style="list-style-type: none"> Execute the launch in January 2026 before Davos starts and create momentum in the months after. Evaluate and collect learnings from the 2026 launch for 2028. 	
<p>Define how existing engagement and communication mechanisms will continue after the WBA-wide SDG2000 launch, and which new mechanisms we expect to need to add.</p>	<p>Goal: Our methodologies, insights and results create clarity for companies and are used as a roadmap for change.</p> <p>CSFs: Our (benchmark) insights influence the views of stakeholders as well as public opinion.</p> <p>Goal: Our methodologies, insights and results are used by key stakeholders to hold companies to account.</p> <p>CSFs: Stakeholders use our methodologies, insights and results to inform (collective) action to change company behaviour.</p>	<p>2025</p> <ul style="list-style-type: none"> Find new approaches to involve Allies in the two-year cycle. This could include: A pre/post briefing for Allies around themes, while identifying Allies critical for each phase. Define engagement and communication campaigns at a transformation level, to take place during 2026-2027. <p>2026</p> <ul style="list-style-type: none"> Build momentum for our insights through new and old approaches and learn what works best to create momentum throughout the year – ensure research, engagement and communications work together to make our data and insights relevant. 	<p>Strengthening</p>
<p>Create clear communications to inform our stakeholders, Allies and companies of the process(es) of this transition.</p>	<p>Goal: We are accountable for our impact.</p> <p>CSFs: We follow the rule of radical transparency in how we work and what we do.</p>	<p>2025</p> <ul style="list-style-type: none"> Keep listening to questions from our stakeholders and determine how to best respond. Support Allies in how they can best use the data that we publish in 2026 and how we collaborate on the moments after the launch. Identify key stakeholders who should be involved in the launch. 	<p>People and Organisation</p>

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
Design an impactful and updated website (including benchmark publications and the SDG2000 list) that responds to the needs of our stakeholders.	Goal: Our benchmark data is widely disseminated. CSFs: Our data and research products can be easily accessed by stakeholders.	2025 <ul style="list-style-type: none"> • Improve our data visualisations online and on social media. • Redesign and restructure the website to be future-proof for January 2026. 2026 <ul style="list-style-type: none"> • Evaluate and collect data on how the website is used so the learnings can inform final improvements to be made in 2027 and 2028 	Scaling

*All staff and budget required for the tasks of this working group are covered in functional plans and budgets.

*Eventually, the work of this working group will become business as usual because the activities link closely to the existing work of the Engagement and Communications function.

ii. Plans for driving impact

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
Understand and demonstrate the relevance and impact of each of the seven systems transformations in low- and middle-income countries.	<p>Goal: We are recognised as a centre of expertise on corporate accountability for sustainable development.</p> <p>CSFs: We have created a public profile as a thought leader on corporate responsibility, transparency and accountability.</p> <p>We become a widely cited source for facts and figures on corporate accountability for sustainable development.</p>	<p>2025</p> <ul style="list-style-type: none"> Research, write and publish an updated seven systems paper which emphasises the relevant impact of the transformations on low- and middle-income countries. <p>2026</p> <p>No activities</p>	Sustaining
Understand the footprint of individual SDG2000 companies and aggregate this to industries, transformations and the full SDG2000.	<p>Goal: We are recognised as a centre of expertise on corporate accountability for sustainable development.</p> <p>CSFs: We have an external profile as thought leader on corporate responsibility, transparency and accountability. We become a widely cited source of facts and figures on corporate accountability for sustainable development.</p>	<p>2025</p> <ul style="list-style-type: none"> Publish an SDG2000 list based on updated selection methodology. Collect data on companies' impact on people, planet and politics ('footprint data'). <p>2026</p> <ul style="list-style-type: none"> Analyse and publish footprint data, enabling integration into transformation insights and publications. 	Strengthening
Ensure the voices and needs of those affected by ranked	<p>Goal: Bring the voice and needs of those most affected by</p>	2025	Strengthening

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
<p>companies are reflected in the benchmark process.</p>	<p>companies into the corporate accountability process.</p> <p>CSFs: Our methodologies for assessing companies evolve with the needs of those most affected by the impact of companies, particularly those living in developing countries.</p>	<ul style="list-style-type: none"> • Assess how the voices of stakeholders most impacted by companies can be included in company assessments (e.g. flagging, weighing of scores, inclusion in scorecards). Integrate these findings into company assessments. • Map methodologies to identify themes and indicators that focus on performance and impact (vs. policies and commitments). Identify indicators and themes that are particularly relevant for affected stakeholders. • Assess current ERCs and identify gaps regarding representation from those most affected. Identify and approach potential ERC members. • Publish a case study report on how Global South companies perceive, measure and report on their impact. <p>2026</p> <ul style="list-style-type: none"> • Identify how we can better integrate the voices and needs of those affected by companies into the methodology review process. Update the methodology review process accordingly and implement across transformations. • Publish insights that emphasise the impact of SDG2000 companies on topics particularly relevant for affected stakeholders. • Develop a position paper on the inclusion of affected stakeholders and third-party data in the assessment process. 	
<p>Strengthen and increase impact-focused engagement</p>	<p>Goal: Bring the voice and needs of those most affected by</p>	<p>2025</p>	<p>Strengthening</p>

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
with stakeholders that drives impact for people most directly affected by companies.	<p>companies into the corporate accountability process.</p> <p>CSFs: Our engagement and communication must include and amplify the voice of those impacted by companies or bring it to those that can legitimately speak on their behalf.</p>	<ul style="list-style-type: none"> • Pilot new approaches of working with civil society organisations and Global South actors (i.e. exploring how to close the gap between benchmark scores and the experiences of affected stakeholders to drive further impact). Use learnings, as well as previously conducted mappings and case studies, to develop a toolkit on prioritising impactful engagement. • Identify ways to be more explicit about impact in our key communication materials. • Integrate guidance on impactful topic selection and stakeholder participation into guidelines for Collective Impact Coalitions (CICs). <p>2026</p> <ul style="list-style-type: none"> • Strengthen participation of stakeholders that can drive impact for those most affected by companies in our CICs. • Prioritise engagement and communication approaches that drive impact. 	
Build a movement that is intentional about impact.	<p>Goal: Engage and collaborate with a growing number of globally diverse multi-stakeholders.</p> <p>CSFs: Our Alliance membership grows to include a balanced representations of all global regions and stakeholder types.</p>	<p>2025</p> <ul style="list-style-type: none"> • Finalise and implement an updated Alliance strategy. <p>2026</p> <p>No activities</p>	Strengthening, scaling

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
	<p>Goal: Our methodologies, insights and results are used by key stakeholders to hold companies to account.</p> <p>CSFs: Stakeholders use our methodologies, insights and results to inform (collective) action to change company behaviour.</p>		
Measure our outputs and impact based on our evolved RMF and Theory of Change.	n/a		

iii. Plans for humanising the new way of working

Objectives/ Priorities	Rationale	Link to the Institutional Strategy Critical Success Factors (CSFs)	Learning Rhythms / Activities	Strategic Pillar
'I am inspired by the possibilities during WBA's impact or non-publication years'	For WBA employees to feel engaged, learn, collaborate and thrive at WBA it's key that we excite them by explaining what our new publication cycle is designed to enable. This requires an ongoing and inspiring narrative for change.	Goal: We are agile in our operations and responsive to the constantly changing and complex sustainability world. CSFs: We provide a supportive learning environment. We are an organisation with diverse talent, reflecting the global and multi-stakeholder nature of our work. We uphold a culture of appreciating differences.	As all leaders at WBA share responsibility for our objectives, a sensing and responding mechanism for leaders needs to be put in place as well as a programme to build change leadership skills.	People and Organisation
'I know what is expected of me through this transition to a new rhythm of working at WBA'	For people to be productive, effective, impactful and self-manage, it's key that they have clarity over what is expected of them and how this fits within the broader organisational purpose.	Goal: Our organisation is healthy, viable and resilient CSFs: Goal: We are financially stable. We must now focus on maximising impact, efficiency and effectiveness.	Temperature Check: regular checks on organisational moral via a 3-question survey to check staff sentiment regarding:	
'There are structures available to support me through the transition'	For people to adapt to WBA's new publication rhythm and feel comfortable, supportive structures are needed for employees, ranging from tools that enhance knowledge sharing and working out loud to sensing and responding mechanisms (feedback	We must continue to demonstrate good stewardship of the organisation and its people. Goal: We must publish our results and insights predictably, efficiently and at scale. CSFs: We maximise the use of our current systems and software, as well as ensuring that they are harmonised.	excitement, clarity and comfort, listening labs following survey results to allow ventilation, deepen understanding, strengthen connection and	

Objectives/ Priorities	Rationale	Link to the Institutional Strategy Critical Success Factors (CSFs)	Learning Rhythms / Activities	Strategic Pillar
	loops) to updated operational processes.	Our internal controls and processes are increasingly automated and digitised.	<p>belonging and build a feeling of psychological safety in the workplace.</p> <p>Access to a library of short team collaboration activities, all which can build team connection and a supportive environment.</p> <p>Regular, short bite-sized 'learning moments' on specific tasks, challenges, technical skill sets and personal mastery. Topics to be suggested and offered by anyone.</p>	

c. Priorities per function

i. Finance and Operations

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
<p>Ensuring people work in ways that are healthy and productive, within an inclusive environment that stimulates them and allows them to thrive.</p>	<p>Accountability/Goal: We are agile in our operations and responsive to the constantly changing and complex sustainability world.</p> <p>CSFs:</p> <ul style="list-style-type: none"> • We have a supportive learning environment. • We are an organisation with diverse talents, reflecting the global and multi-stakeholder nature of our work. • We have a culture in which we appreciate each other's differences, live up to our values and apply the principles of a TEAL organisation. 	<p>2025/2026</p> <ul style="list-style-type: none"> • Constantly ensuring that WBA policies and practices align with our organisational culture and values, and that we are embodying it through our behaviour. • Creating a psychologically safe and developmentally challenging environment through our People Leads (the improvement of the People Leads structure, their development and their presence as a leadership group within the organisation, through balancing People Lead responsibilities between people needs and organisational needs). • Evaluation of People Leads. • Helping People Leads develop as leaders within the organisation. • Growing our People Leads' capacity and visibility as a group within the organisation. • Aligning our compensation model according to our Accountability Framework. • Compiling and implementing the Learning Agenda. • Ensuring diversity is reflected within WBA (including on our supervisory board). 	<p>People and Organisation</p>

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
		<ul style="list-style-type: none"> • Developing clear guiding principles for execution of the Impact Development Conversation Cycle (IDCC) and completion of the Impact, Learning and Development Plan (ILDP). • Implementing the Learning Agenda through activities set out in our learning rhythm. • Continuing the implementation and potential adaptation of the Accountability Framework, by continuously engaging with it and collecting feedback on it. • Continuing the implementation of the Appreciation of Differences approach, to emphasise our value of inclusivity through our way of working and how we engage with others. • Continuing the implementation of the Decision-Making Process. • Contributing to WBA’s annual Learning Week. • Contributing to our annual, internal Learning and Development survey and insights. 	
<ul style="list-style-type: none"> ○ Ensuring the organisation is financially stable, displaying good stewardship of the organisation by responsibly managing and overseeing our compliance with accounting and governance standards, labour laws and statutory requirements, and doing so in the most effective manner, through the Finance and Operations Leads. 	<p>Accountability/Goal: Our organisation is healthy, viable and resilient.</p> <p>CSFs:</p> <ul style="list-style-type: none"> • We are financially stable. • We focus on maximising impact, efficiency and effectiveness. • We demonstrate good stewardship of the organisation and its people. 	<p>2025</p> <ul style="list-style-type: none"> • Finalisation and implementation of the Reserve Policy (including investigating how we can sustainably build our reserve). • Focusing, within our Finance function, on clean audits and statutory compliance. • Maintaining WBA’s Risk Register. • Continually assessing and improving internal financial and people processes, as well as controls for efficiency and effectiveness through digitisation/automation. 	<p>People and Organisation</p>

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
<ul style="list-style-type: none"> ○ Increasing digitisation and automation in people operations and finance. ○ Implementing explicit processes, as well as tools, best practices and policies for Governance, People Operations and Finance. 		<ul style="list-style-type: none"> • Development (and implementation) of the full process for a workers' council. • Continuing the implementation of Employer of Record in the countries where WBA employees are based to minimise the use of freelance contracts. • Continuing the implementation of succession planning for the supervisory board. • Maintaining consistent and constant collaboration between People Operations and People Leads. <p>2026</p> <ul style="list-style-type: none"> • Growing our financial reserve. • Maintaining Finance's focus on clean audits and statutory compliance. • Maintenance of WBA's Risk Register. • Continually assessing and improving internal financial and people processes and controls for efficiency and effectiveness through digitisation/automation. 	
<ul style="list-style-type: none"> ○ Ensuring that we link the measurement, evaluation and learning of the organisation and its people through our people and financial related tools, systems, processes, data and insights. 	<p>Accountability/Goal: We are accountable for our impact.</p> <p>CSFs:</p> <ul style="list-style-type: none"> • We measure, evaluate, learn and adapt our activities and outputs accordingly to maximise our impact. 	<p>2025/2026</p> <ul style="list-style-type: none"> • Digitisation of the Impact Development Conversation Cycle (IDCC) through BambooHR. Use that to draw insights to contribute to the l • Learning Agenda, through Learning and Development. • Strategically utilise the organisational leadership meetings/group to share People, Learning and 	<p>People and Organisation</p>

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
<ul style="list-style-type: none"> ○ Provide ongoing insights and strategic advice. 	<ul style="list-style-type: none"> ● We follow the rule of radical transparency in how we work and what we do. 	<p>Development and Finance insights and processes and to evaluate/sense the organisational needs.</p> <ul style="list-style-type: none"> ● Helping the Finance and Operations team work through their collective learning. ● Measuring the effectiveness and efficiency (i.e. impact) of the Finance and Operations team through a reflective enquiry regarding their responsiveness vs. initiative and internal feedback. ● Clear and consistent communication through working out loud. 	

ii. Research and Digitalisation

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
Build the structures and systems that support research at scale.		<p>2025</p> <ul style="list-style-type: none"> • Complete the back-end data infrastructure • Develop automated data ingestion. • Integrate company engagement tracking with the company datasets. • Implement automated scorecard generation. • Review and draw lessons from the first year of implementing the new research and publication rhythm. <p>2026</p> <ul style="list-style-type: none"> • Roll-out a front-end data platform to ensure trackable and easily public access to WBA data and research. 	Scaling
Publish assessments of all 2,000 keystone companies on a variety of transformation or cross-transformation topics.		<p>2025</p> <ul style="list-style-type: none"> • Publish all updated methodologies and in-depth scoring guidance for all benchmarks. • Organise information sessions for companies either through webinars, virtual walk-ins or bilateral meetings. • Complete all company assessments and scorecards. • Send draft assessments and scorecards to companies for review and feedback. 	Scaling

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
<p>Increase WBA’s capacity to produce research and insights that are highly cited and influential in shaping discourse and actions.</p>		<p>2025</p> <ul style="list-style-type: none"> • Collaborate with People Operations to develop and roll out a system for defining compensation levels within research pay bands in a way that values progress for individual research contributors. • Collect non-scored metrics and other non-scored data to support analysis and insights. • Co-create, together with the Engagement and Communications function, an internal best practice guidance for insights. <p>2026</p> <ul style="list-style-type: none"> • Publish at least one insight piece per transformation benchmark or cross-transformation topic. 	
<p>Publish WBA’s first flagship report ‘The State of Corporate Accountability for Sustainable Development’</p>		<p>2025</p> <ul style="list-style-type: none"> • Establish a joint research, communications, and engagement working group to lead in planning the first WBA flagship report release. <p>2026</p> <ul style="list-style-type: none"> • Publish WBA's first flagship report during the 2026 UN General Assembly. 	<p>Sustaining</p>

iii. Engagement and Communications

Objectives/ Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
<ul style="list-style-type: none"> 			
<ul style="list-style-type: none"> Lead on external institutional engagement and communication with the goal of holding companies accountable for contributing to sustainable development. Guide and support internally, across transformation teams and across functional teams, to ensure that all WBA E&C actions are delivering on the goal of 'closing the corporate accountability gap' for companies to transform in pursuit of sustainable development (such as Communities of Practice, Collective Impact 	<p>Goal: We publish corporate benchmarks predictably, efficiently and at scale.</p> <p>CSFs: 1) Our benchmark methodologies and scoring guidelines become simpler, clearer and more harmonised. 2) Our benchmark process is increasingly automated and digitised.</p> <p>Goal: Our benchmark data is widely disseminated.</p> <p>CSFs: 1) Our detailed benchmark data and documentation are published transparently.</p>	<p>Leading on the E&C functional strategy:</p> <ul style="list-style-type: none"> Hold the corporate accountability narrative and tailor it to stakeholders and regionally as necessary, to support global moments Support each transformation on a narrative and approach regarding how they are working to close the Corporate Accountability gap to transform companies, building this into a wider WBA institutional narrative and approach on Corporate Accountability. 	<p>Scaling/ Strengthening & Sustaining</p>

Objectives/ Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
Coalitions, policy, finance and other institutional stakeholder engagement and communications).	<p>2) Our data and research products can be easily accessed by stakeholders.</p> <p>Strengthening Goal: Our methodologies, insights and results create clarity for companies and are used as a roadmap for change. CSFs: 1) Companies use our benchmark methodologies as a guide for achieving their sustainability strategies and priorities. 2) Our (benchmark) insights influence the views of stakeholders as well as public opinion.</p> <p>Goal: Our methodologies, insights and results are used by key stakeholders to hold companies to account. CSFs: 1) Stakeholders engage with us during the benchmarking cycle. 2) Stakeholders use our methodologies, insights and results to inform (collective) action to change company behaviour.</p> <p>Goal: We bring the voice and needs of those most impacted by companies into the corporate accountability process. CSFs: 1) Our methodologies for assessing companies evolve with the needs of those</p>	<p>Design and deliver a communications approach in line with the new publication rhythm and SDG2000 positioning, which means publishing the updated SDG2000 list in early 2025, then over 2025 building up to the early 2026 impactful WBA-wide launch of 2000 companies while identifying impactful E&C transformation-linked moments over 2026.</p> <p>Scaling:</p> <ul style="list-style-type: none"> • Ensure engagement with ~10 high priority institutional allies to ensure these Allies are using benchmarks, insights and methodologies during the upcoming two-year cycle (the Allies will be identified through the Alliance mapping process being conducted in 2024), amplifying key insights and co-creating actions alongside WBA. • Deliver an impactful Allies Assembly, mobilising key stakeholders in the host regions, increasing the number of Allies in the region and increasing the awareness of ways to close the Corporate Accountability gap to make sure companies transform. • In collaboration with the working group for the 2026 launch where we communicate the results of all 2000 companies, including key overall findings. 	Scaling

Objectives/ Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
	<p>most impacted by companies, particularly those living in developing countries. 2) Our engagement and communications include and amplify the voice of those impacted by companies or bring it to those that can legitimately speak on their behalf.</p> <p>Sustaining Goal: We ensure corporate accountability is included in the post-2030 Agenda. CSF: We are making sure stakeholders and key governments acknowledge the necessity of corporate accountability in achieving the global agendas, including the understanding all stakeholders are required in the process.</p> <p>Goal: We are recognised as a centre of expertise on corporate accountability for sustainable development.</p> <p>CSFs: 1) We have an external profile as a thought leader. 2) We become a widely cited source of knowledge on corporate accountability for sustainable development.</p>	<p>Strengthening:</p> <ul style="list-style-type: none"> Deliver stakeholder expertise, visibility and networks within the realm of finance, with civil society and with other stakeholders identified as key to closing the corporate accountability gap. This will allow us to support transformation and institutional teams in targeting direct company performance improvement on catalytic topics through actions such as CICs (i.e. a timebound, multi-stakeholder action focussed on a catalytic topic) and CoPs (i.e. companies in the benchmark are brought together and receive guidance as they discuss how to tackle a catalytic topic from within the benchmark). Identify and roll out, internally, ways for WBA to activate 'keystone' stakeholders to accelerate systemic action towards closing the corporate accountability gap and compelling companies to transform. This involves having an institutional approach beyond investors to also cover other parts of finance, including multi-lateral development banks, and to explore relevance/ best approaches to cover other key stakeholders. 	Strengthening

Objectives/ Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
		<ul style="list-style-type: none"> • Support journalists in using our data and insights to hold companies accountable. <p>Sustaining:</p> <ul style="list-style-type: none"> • Build and manage institutional government and UN agency relationships, developing a process to embed corporate accountability across UN frameworks and as part of the post-2030 Agenda deliberations, e.g. through a high-level working group on Corporate Accountability and a presence at key global moments including the UN General Assembly in 2025 and 2026 (using the WBA flagship research report in 2026). • Guide transformation teams to identify, agree on and prioritise building a relationship with one key UN agency or intergovernmental body and at least five governments to work towards embedding the transformation benchmark into the most relevant intergovernmental process. • Advocate, based on WBA's data, insights and expertise on sustainability topics, including through-collaboration with Allies and other stakeholders, to support regional and national policy to introduce 	Sustaining

Objectives/ Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
		<p>and enforce measures to close the corporate accountability gap.</p> <ul style="list-style-type: none"> • Develop impactful messaging, stories and opinion pieces to demonstrate our thought leadership on corporate accountability. 	

iv. Impact, Learning and Development

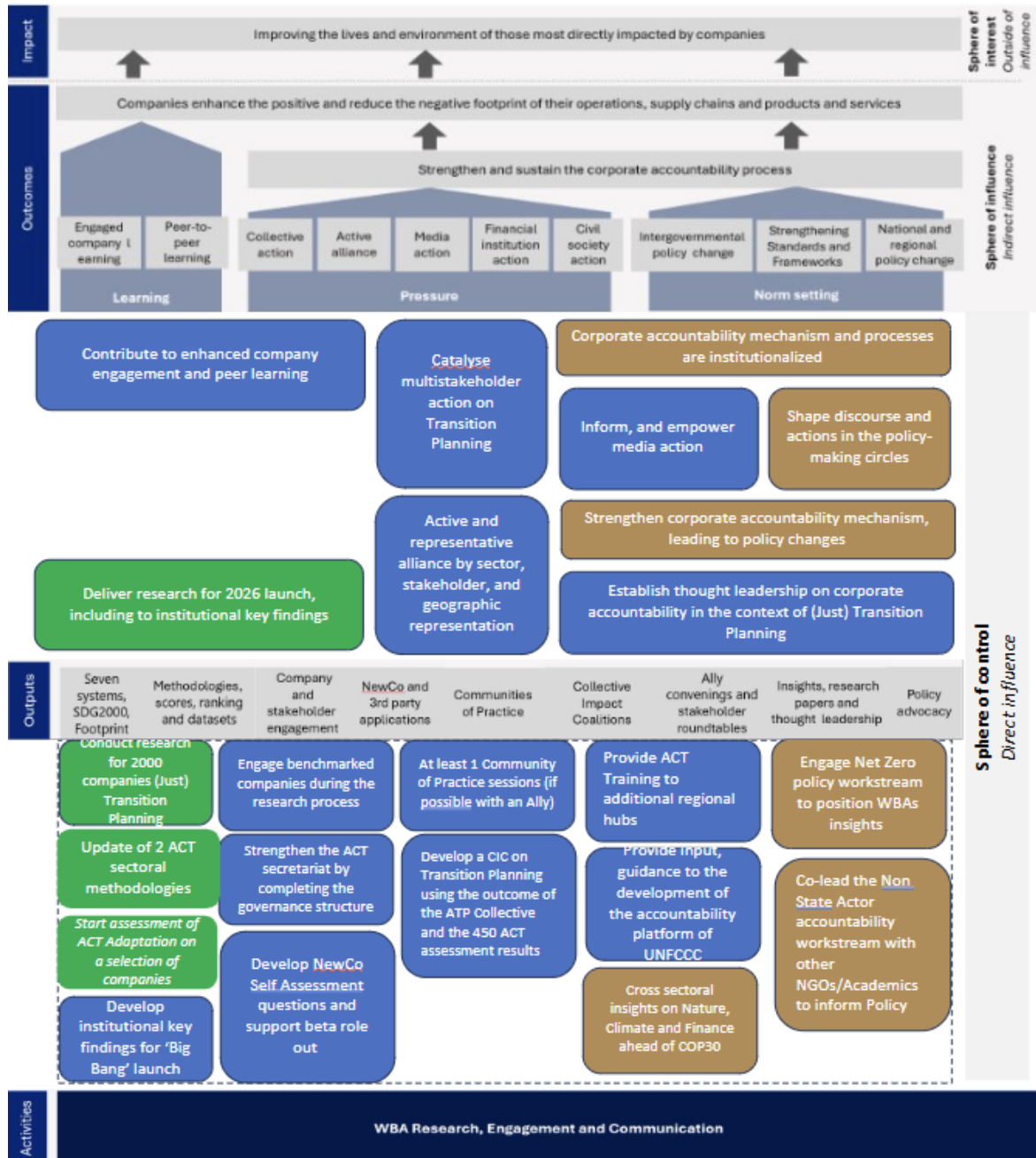
Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
<p>Use the transition to WBA's new research and publication rhythm to help the organisation maximise its impact across its functions and transformations.</p>	<p>Goal: Our organisation is financially healthy, viable and resilient.</p> <p>CSFs: We focus on maximising impact, efficiency and effectiveness.</p>	<p>2025/2026</p> <ul style="list-style-type: none"> • Implement the new Theory of Change by making the corresponding log frame the underlying structure for planning outcomes and impact, and prioritising our activities and outputs, both on a transformation and institutional level. • Contribute to impact capacity building on: Impact data collection: <ul style="list-style-type: none"> ○ Upskilling teams to do impact research (e.g. case studies, contributing to impact projects, (mini) impact assessments); ○ Impact reporting; ○ Using the log-frame to plan for impact; ○ linking budgets to outcomes. • Bring an impact lens to decision-making on fundamentals through: <ul style="list-style-type: none"> ○ Plan for driving impact ○ Involvement in relevant processes and conversations. • Update and implement the new learning framework based on the new rhythm. 	<p>People and Organisation</p>
<p>We measure, evaluate and learn how our research, engagement and communications contributes to changing companies and</p>	<p>Goal: We are accountable for our impact.</p> <p>CSFs:</p>	<p>2025</p> <ul style="list-style-type: none"> • Produce two or three case studies on relevant topics to improve our impact and our work throughout the organisation. • Implement the updated Result Management Framework (RMF). • Monitor and finalise our quarterly and annual impact reporting. 	<p>People and Organisation</p>

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
hold the organisation accountable for its impact.	<p>We measure, evaluate, learn and adapt our activities and output as needed to maximise our impact.</p> <p>We follow the rule of radical transparency in how we work and what we do.</p>	<ul style="list-style-type: none"> • Launch our impact dashboards to better disseminate our RMF results and provide live updates on our impact. <p>2026</p> <ul style="list-style-type: none"> • Produce two case studies on relevant topics to improve our impact and our work throughout the organisation. • Develop a second impact project aimed at observing direct impact. • Produce a third independent evaluation. • Produce the quarterly and annual impact reporting for our funding and strategic partners. 	
Progress on our ambition to become a learning organisation	<p>Goal:</p> <p>We are agile in our operations and responsive to the constantly changing and complex sustainability world.</p> <p>CSFs:</p> <p>We provide a supportive learning environment.</p>	<p>2025</p> <ul style="list-style-type: none"> • Develop annual a Learning Agenda, follow up and review. • Organise Learning Week based on the Learning Agenda. • Develop the Learning and Development survey and conduct any necessary follow ups. <p>2026</p> <ul style="list-style-type: none"> • Develop the annual learning agenda, conducting the necessary follow ups and reviews. • Organise the Learning Week based on the Learning Agenda. • Develop and conduct the Learning and Development survey and conduct any necessary follow up. 	People and Organisation

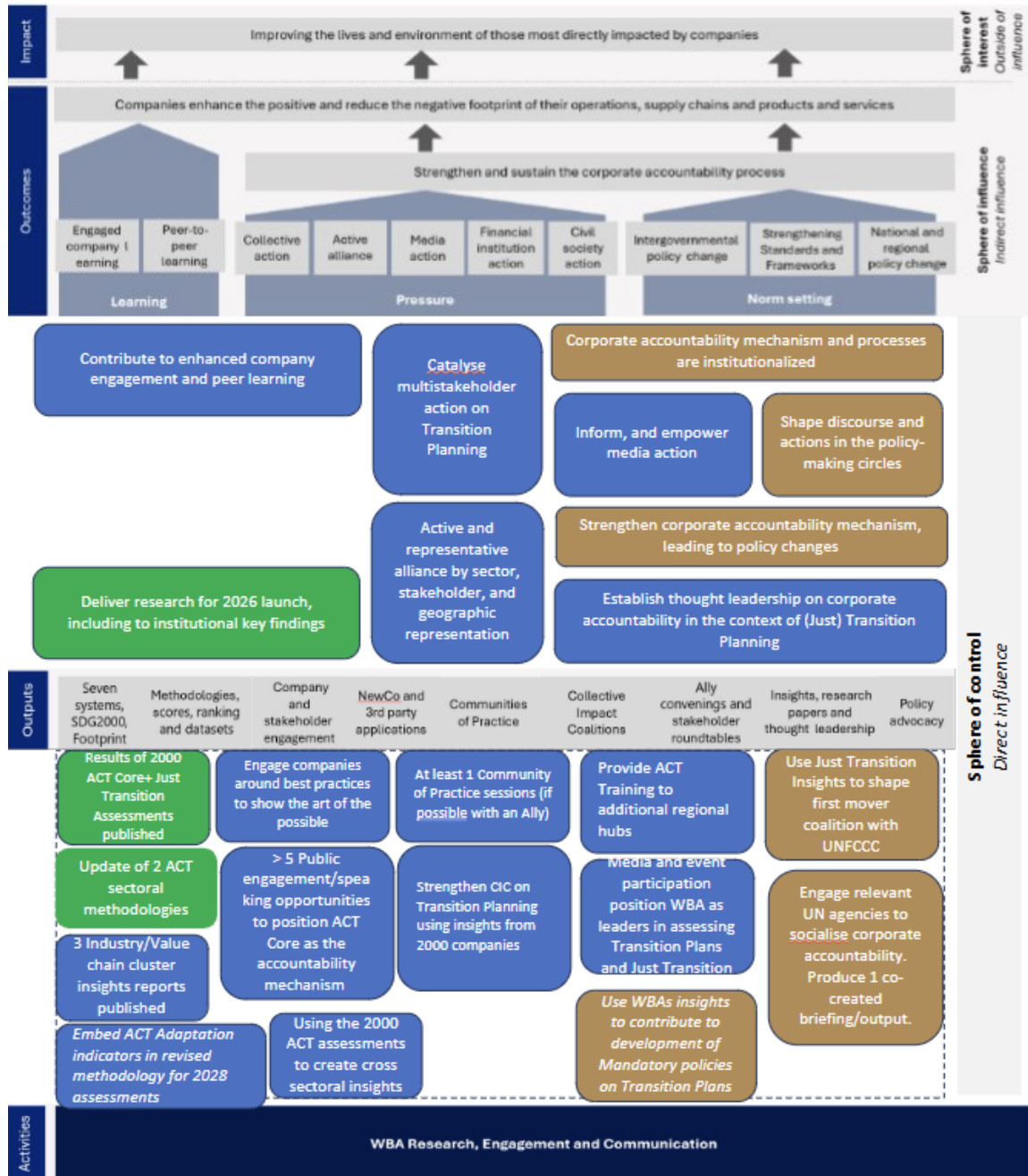
d. Mapping activities to our Theory of Change

i. Climate and Decarbonisation Transition Planning Transformation Plan

Climate Transformation Priorities 2025



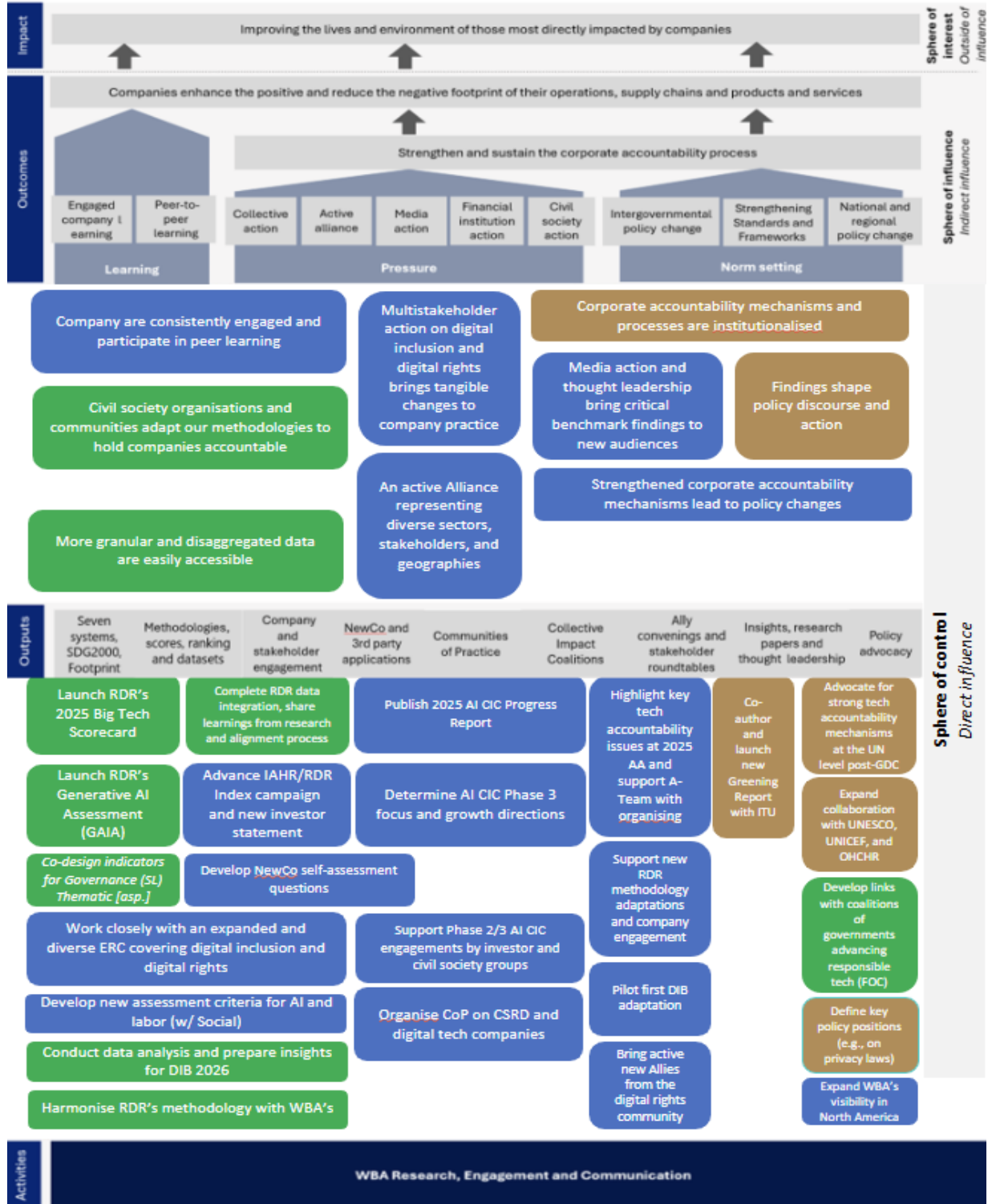
Climate Transformation Priorities 2026



ii. Digital Transformation Plan

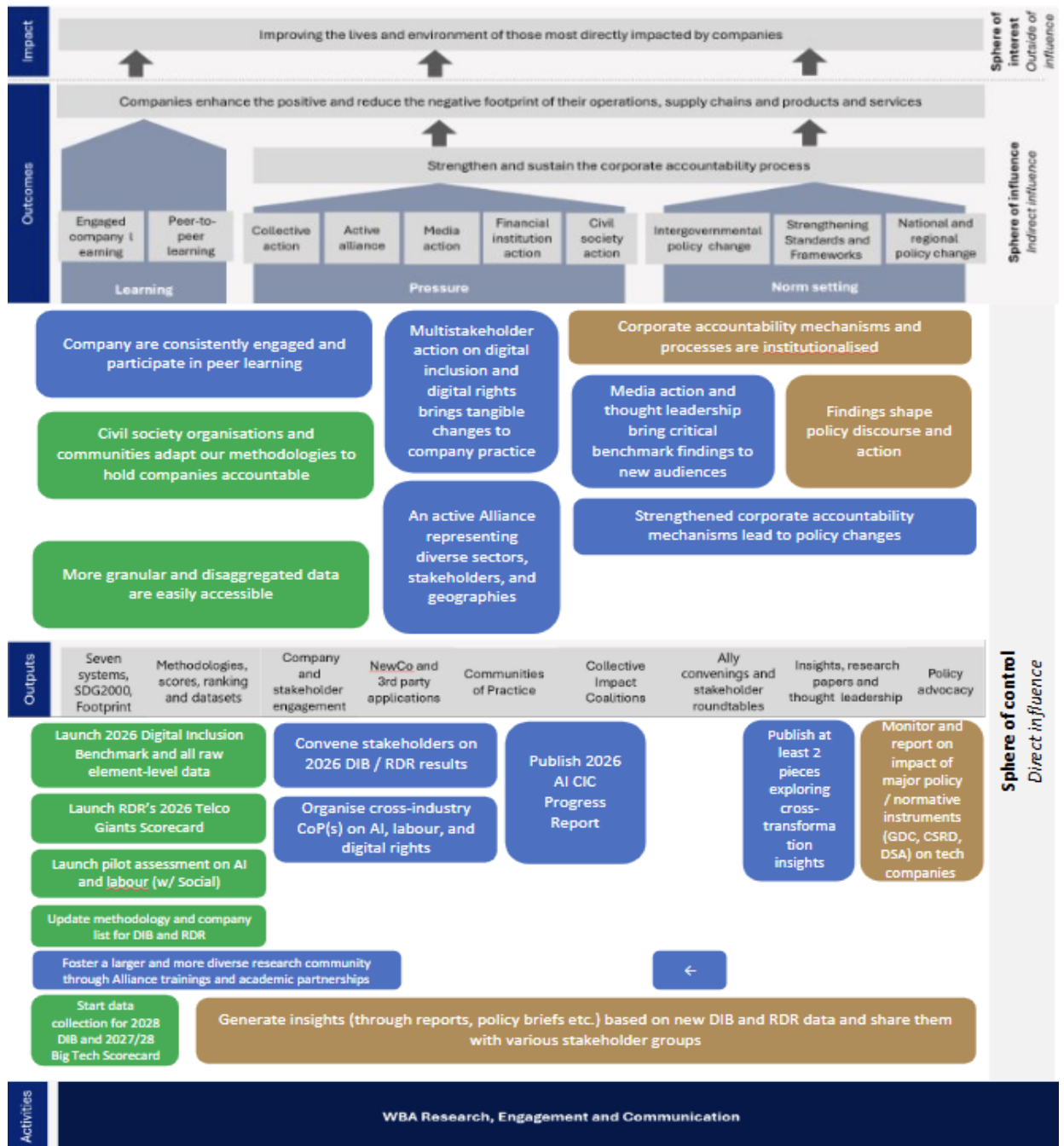
Green – Scaling
 Blue – Strengthening
 Brown – Sustaining

Digital Transformation Priorities 2025



Green – Scaling
 Blue – Strengthening
 Brown – Sustaining

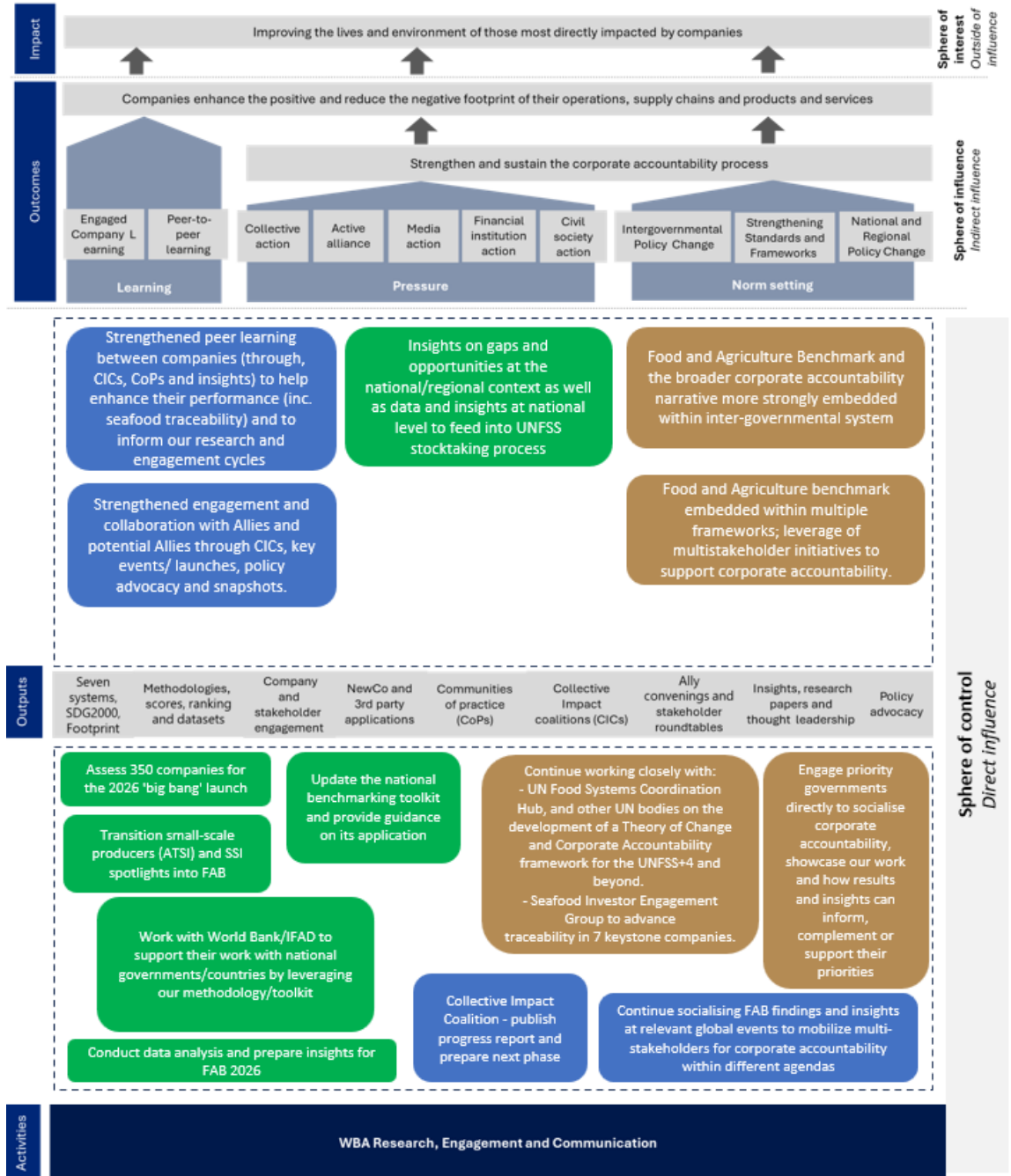
Digital Transformation Priorities 2026



iii. Food and Agriculture Transformation Plan

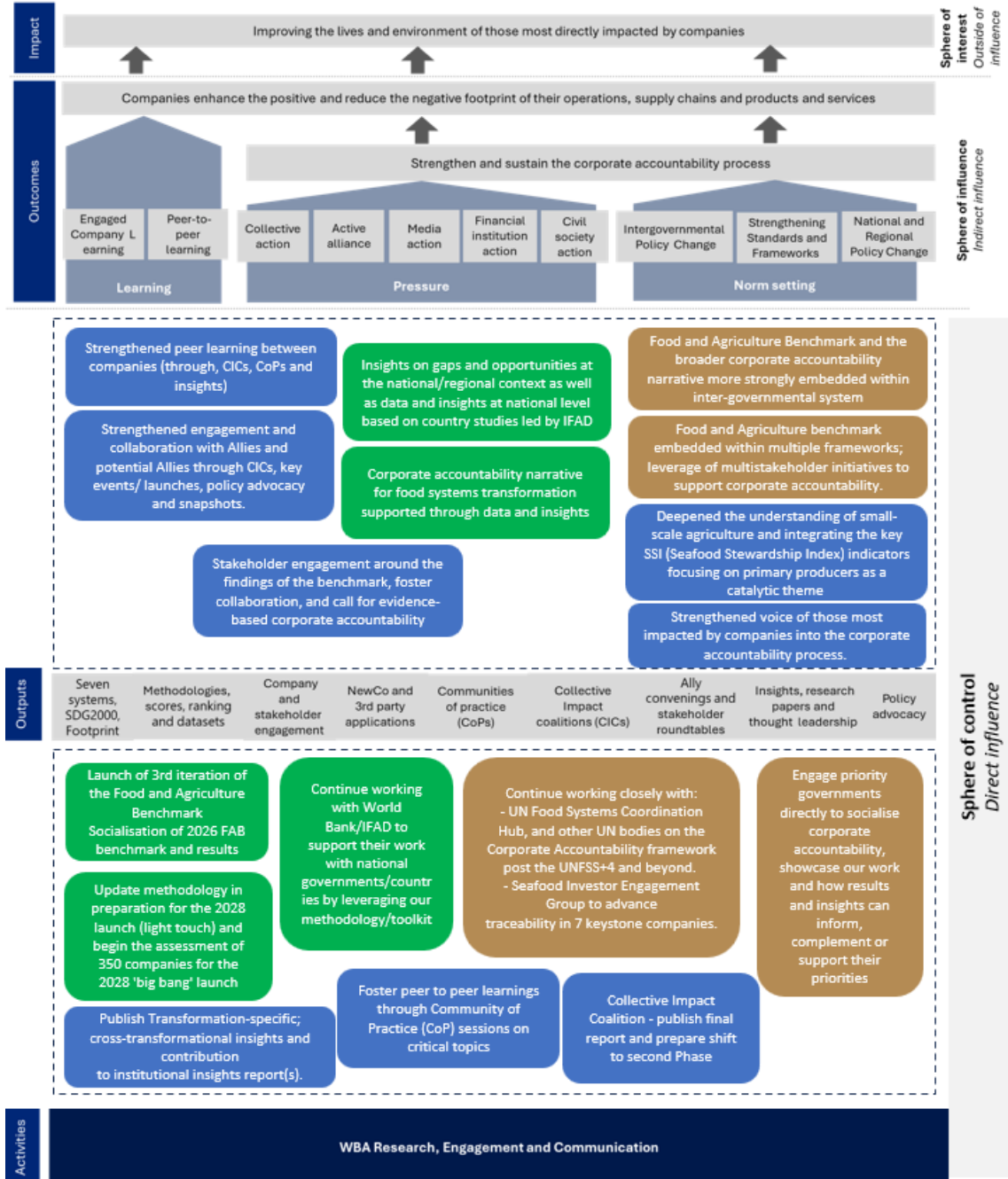
Food & Agriculture Transformation Priorities 2025

Green = Scaling
Blue = Strengthening
Brown = Sustaining

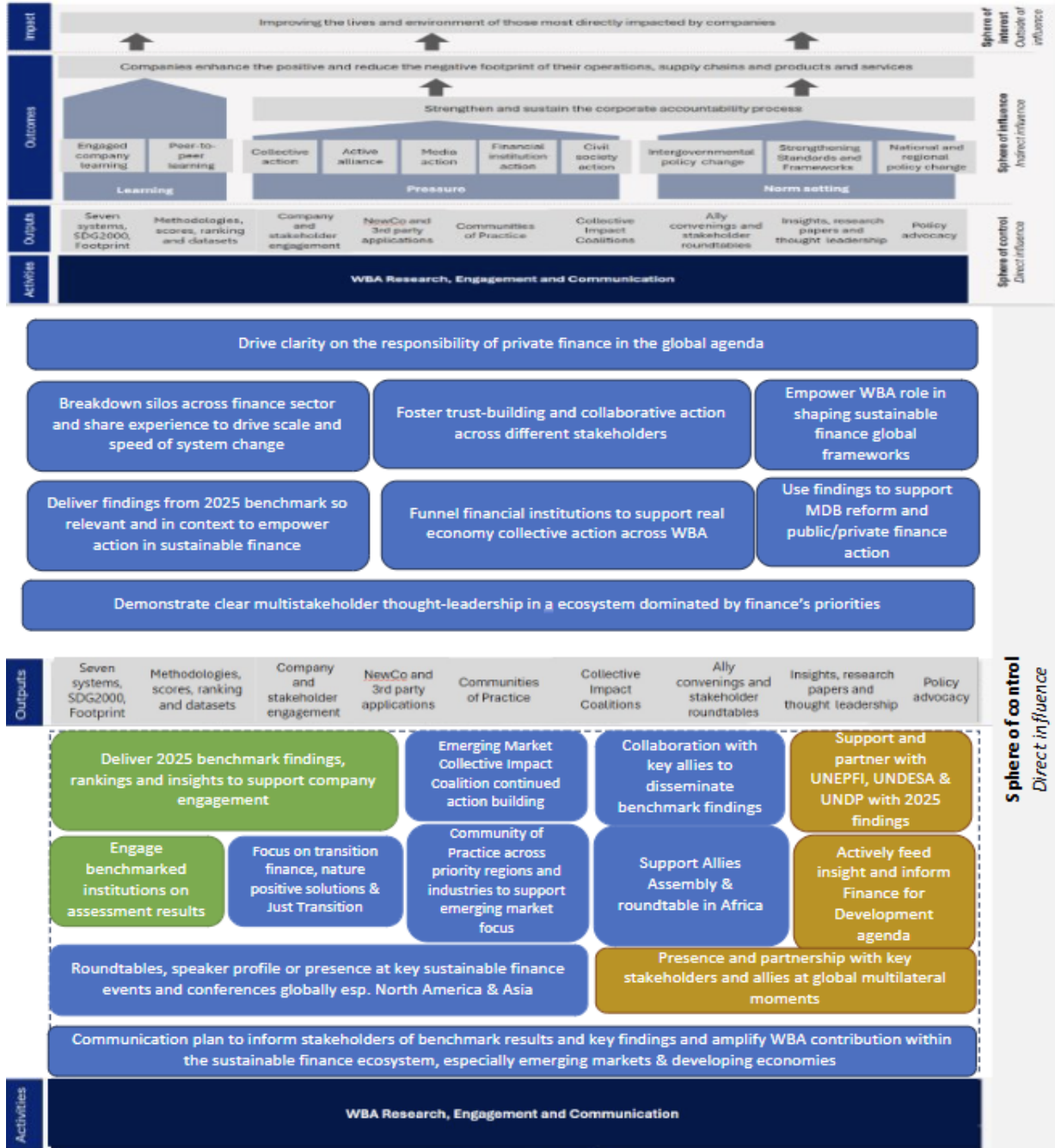


Food & Agriculture Transformation Priorities 2026

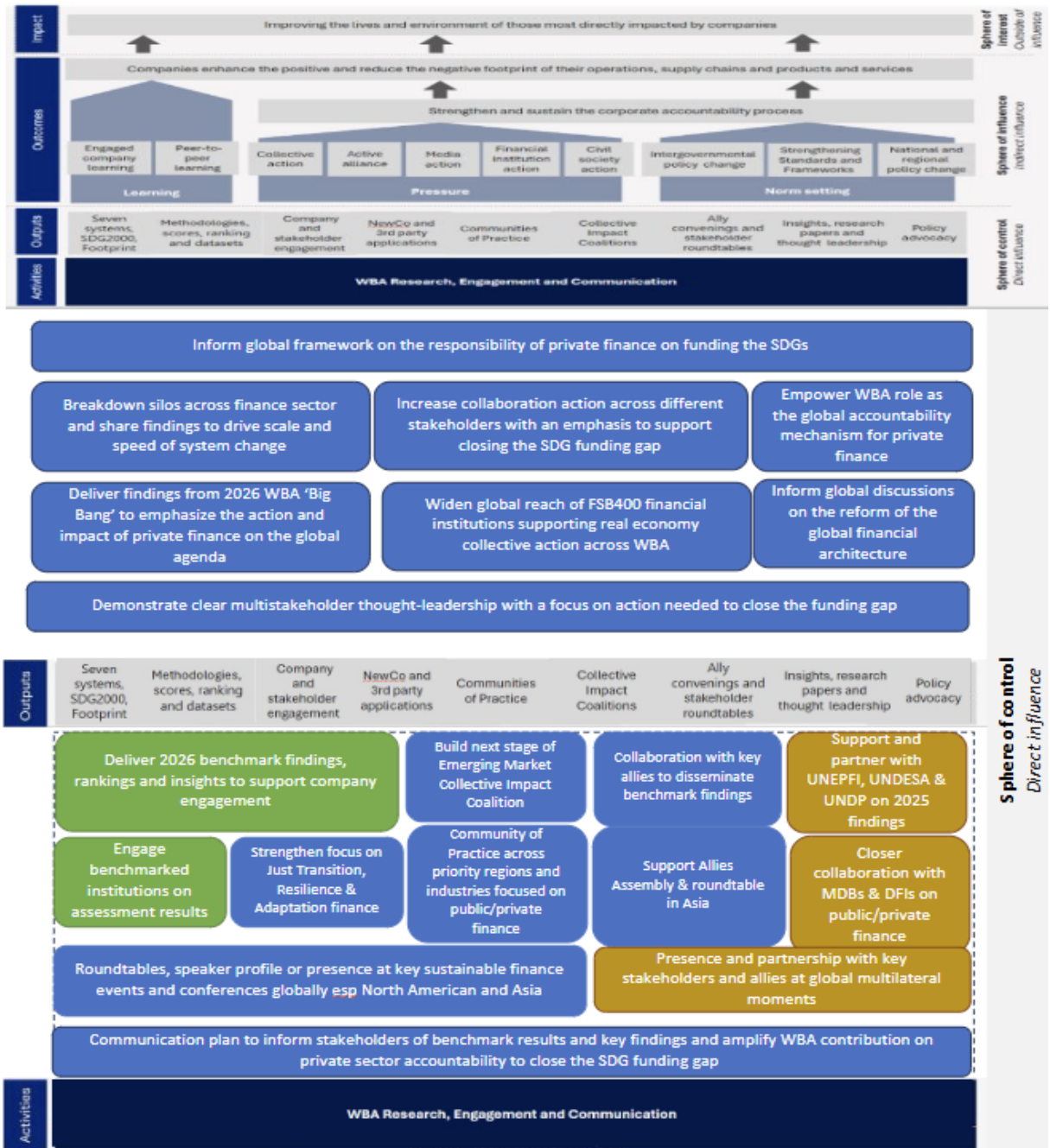
Green = Scaling
Blue = Strengthening
Brown = Sustaining



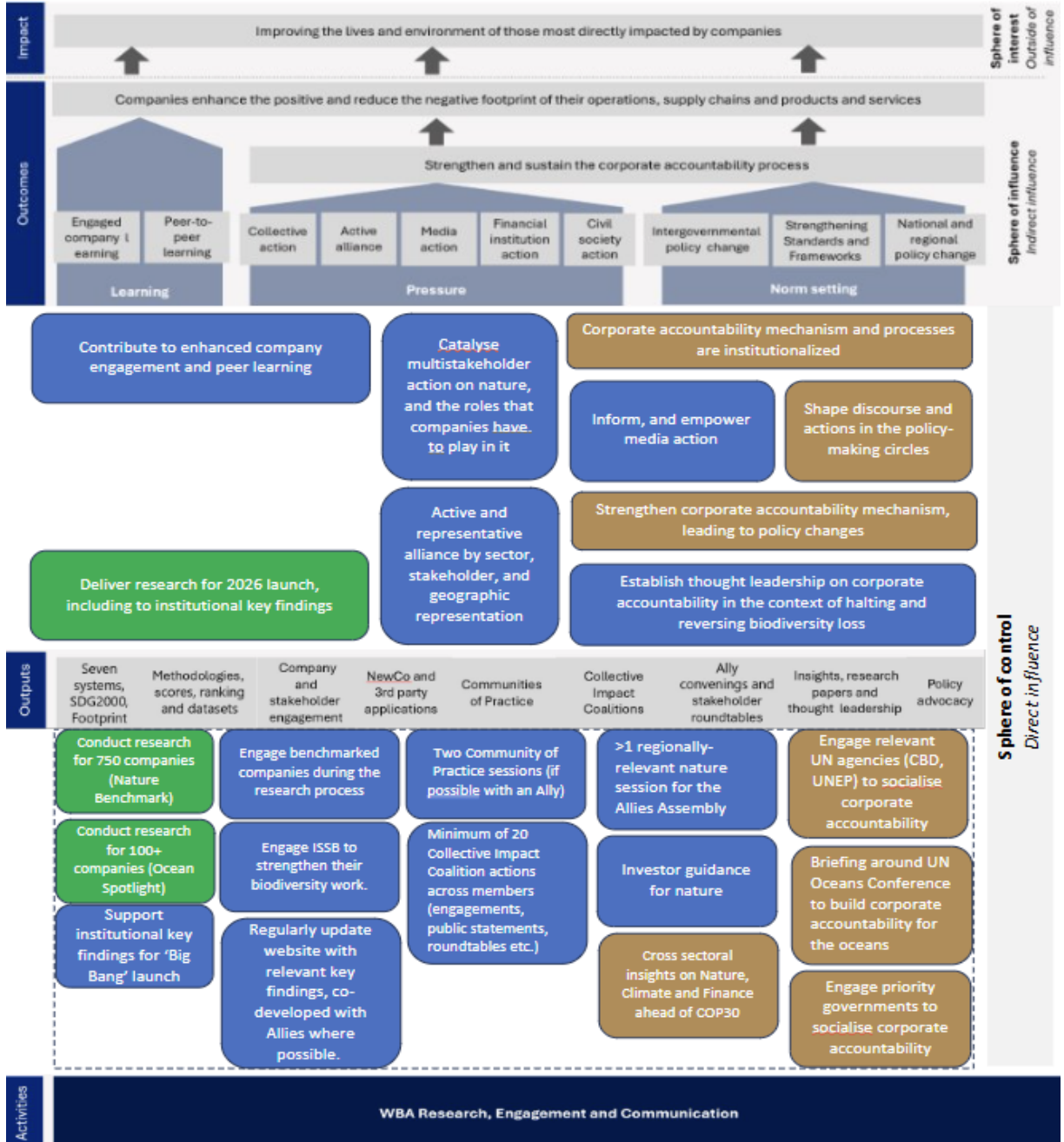
Financial Transformation Priorities 2025



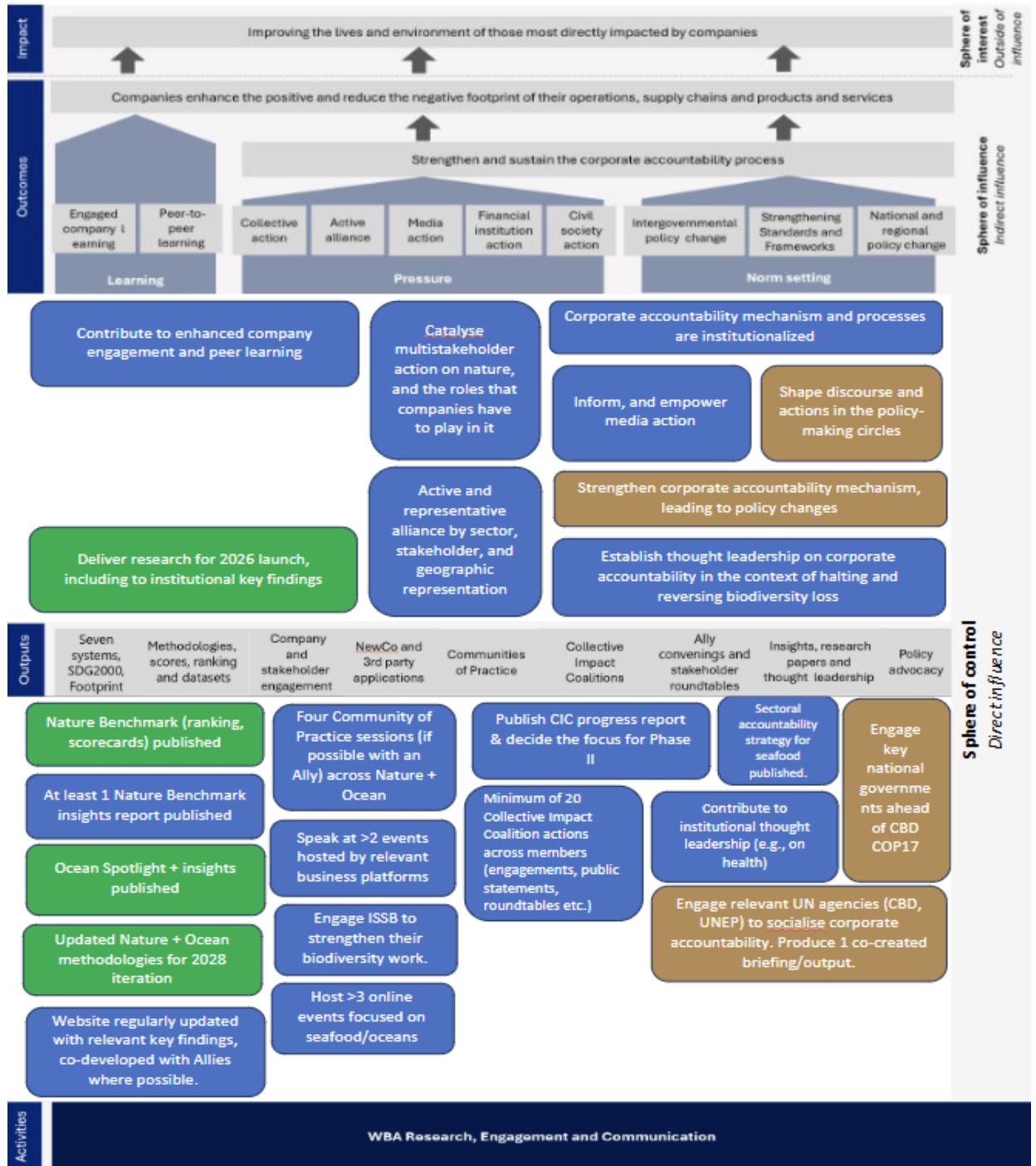
Financial Transformation Priorities 2026



Nature Transformation Priorities 2025

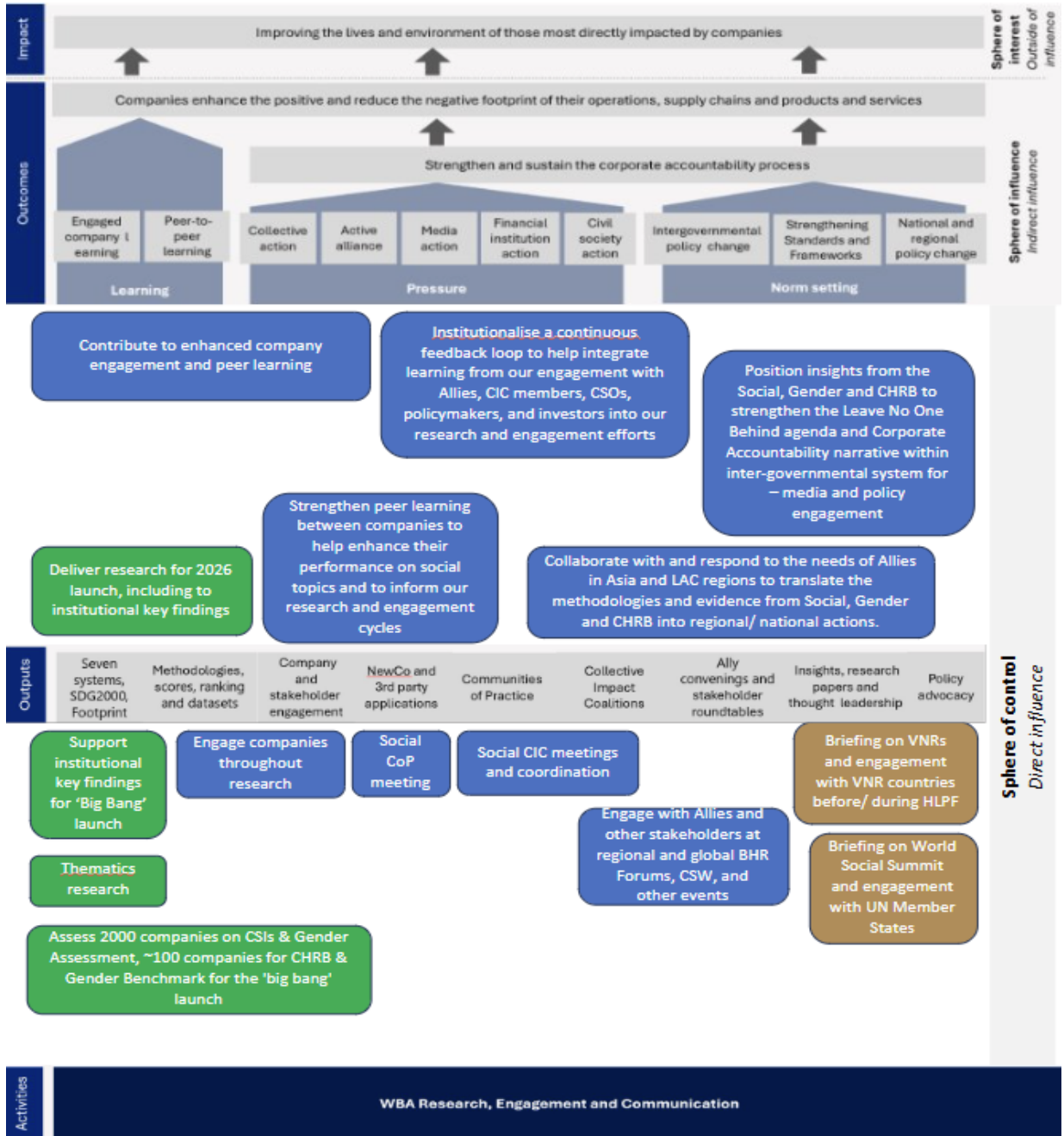


Nature Transformation Priorities 2026



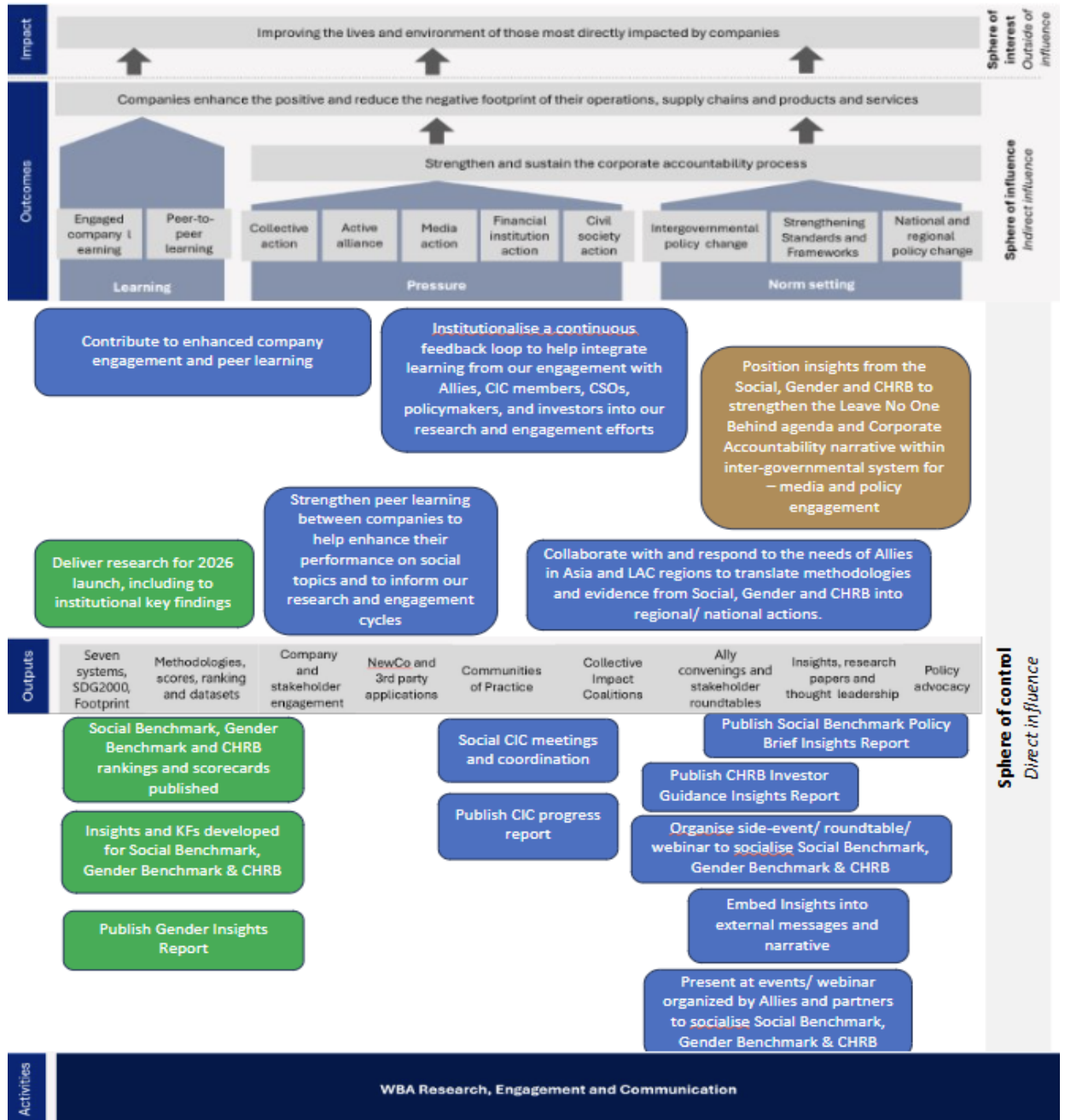
Green – Scaling
Blue – Strengthening
Brown – Sustaining

Social Transformation Priorities 2025

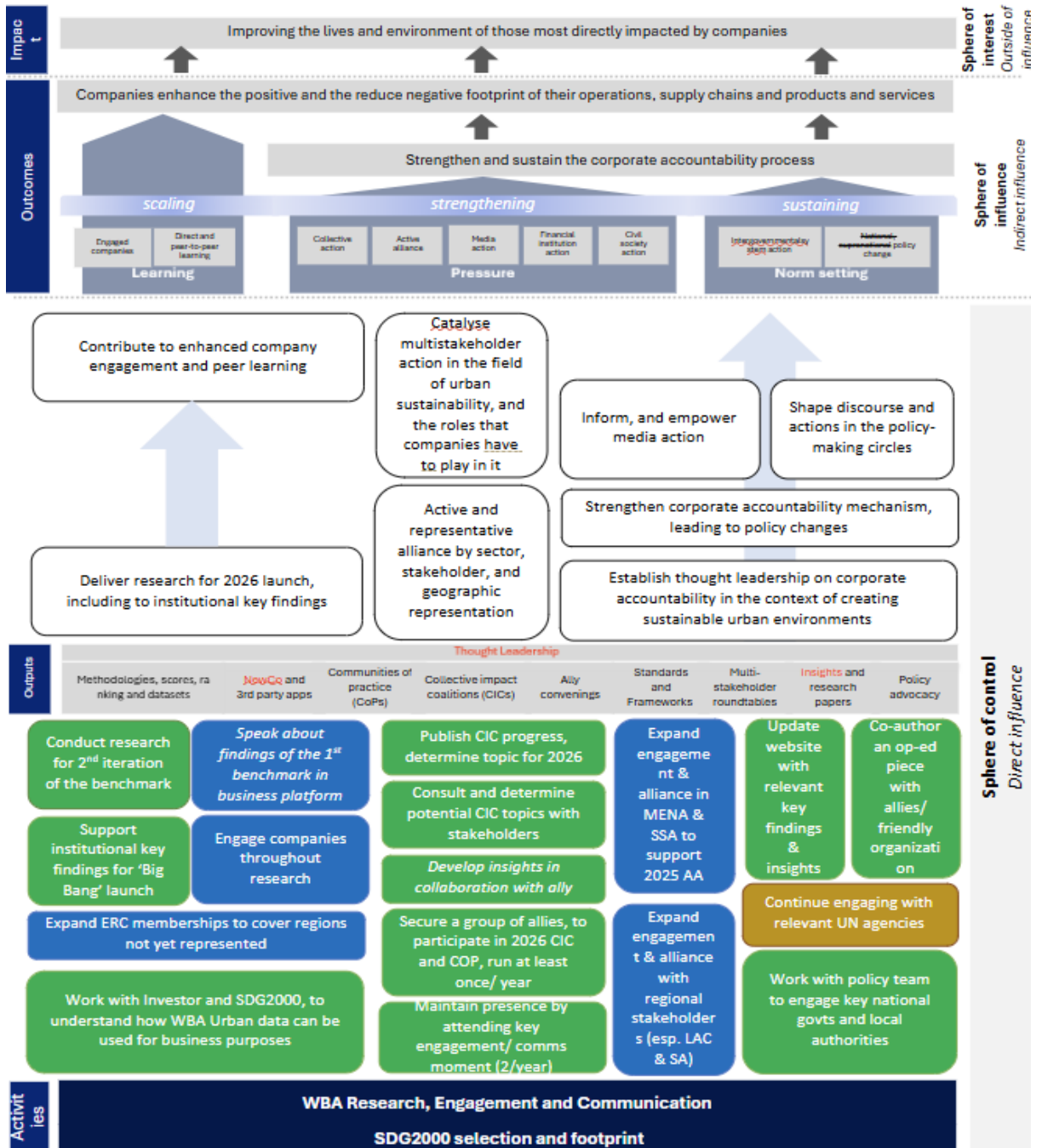


Green – Scaling
 Blue – Strengthening
 Brown – Sustaining

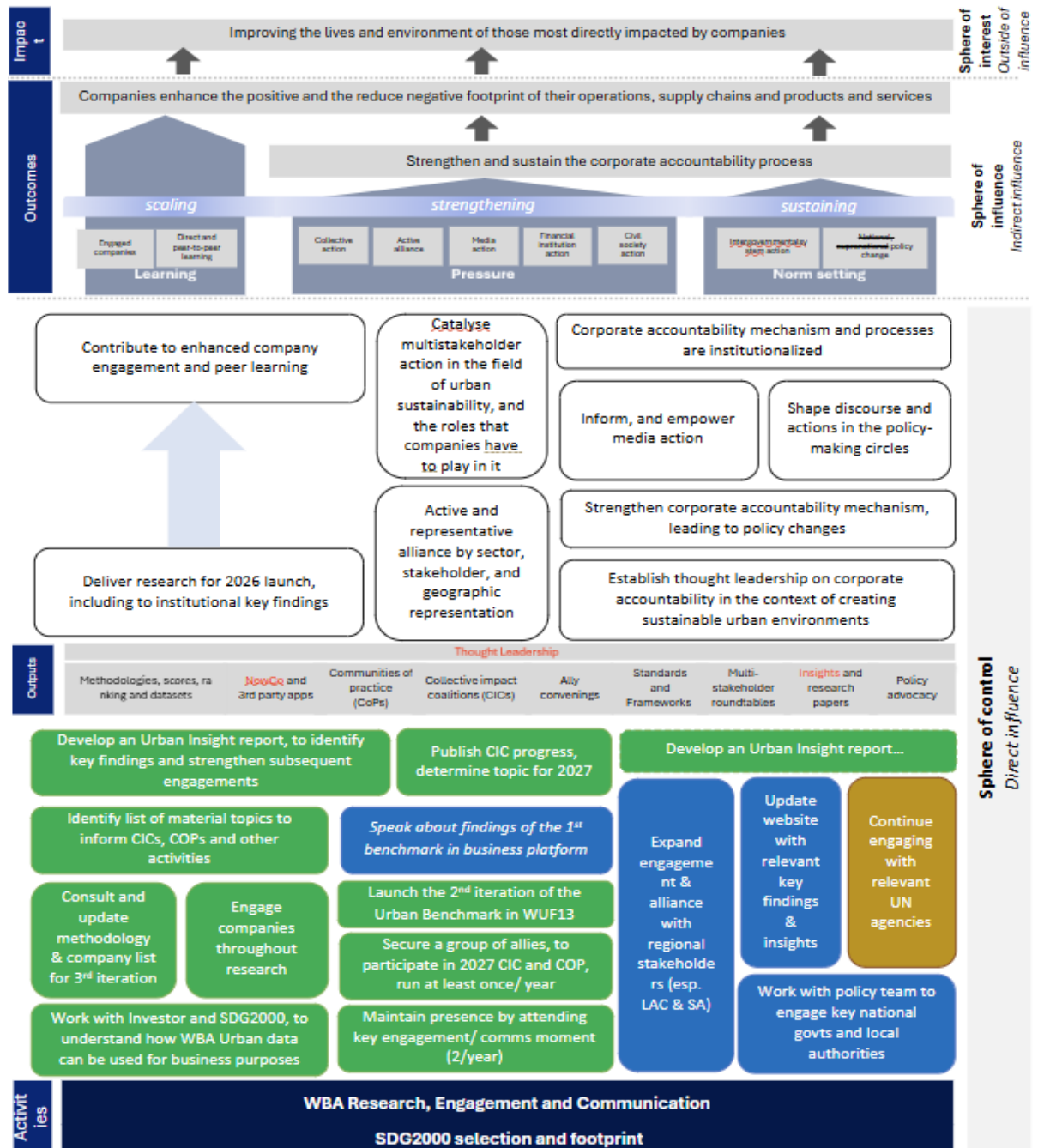
Social Transformation Priorities 2026



Urban Transformation Priorities 2025



Urban Transformation Priorities 2026



e. NewCo

Objectives/Priorities	Link to the Institutional Strategy Critical Success Factors (CSFs)	Activities	Strategic Pillar
<p>Develop a free-to-use self-assessment tool based on all seven core methodologies and drive use at scale.</p>	<p>Aspirational Goal Our methodologies, insights and results create clarity for companies and are used as a roadmap for change.</p> <p>CSFs Companies use our benchmark methodologies as a guide for their strategies and priorities.</p>	<p>2025</p> <ul style="list-style-type: none"> • Branding, design rules and necessary items for the platform • Development of the alpha version of the tool, including Core Social Indicators as self-assessment indicators • Create a user base with interested companies, investors and other stakeholders <p>2026</p> <ul style="list-style-type: none"> • Develop a beta version with more methodologies available for self-assessment • Define the freemium features for the platform 	<p>Strengthening</p>
<p>Develop a revenue model for premium users to ensure NewCo will become financially independent, with the aim of ultimately generating a revenue stream for WBA.</p>	<p>Aspirational Goal Our organisation is healthy, viable and resilient.</p> <p>CSFs We are financially stable.</p>	<p>2025</p> <ul style="list-style-type: none"> • Develop a funding plan for spinning-off the platform • Establish possible partners that could be interested in funding the spin-off from WBA <p>2026</p> <ul style="list-style-type: none"> • Create a separate entity for the self-assessment platform • Define a financial plan to make platform sustainable and allow for funds to come to WBA 	<p>People and Organisation</p>

Our funding partners:



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