Strategic Evaluation for the We Mean Business Coalition

Prepared for IKEA Foundation

June 2020

ross STRATEGIC

Contents

Executive Summary

IKEA Foundation commissioned a strategic evaluation of the We Mean Business (WMB) coalition to inform planning and decision-making about the coalition's 2021–2025 period of work. This document describes the key findings and recommendations from the evaluation project, conducted by Ross Strategic between September 2019 and June 2020. It is complementary to the findings and recommendations from a parallel evaluation of the Science-Based Targets initiative (SBTi) conducted by Deloitte over the same period.

Funded primarily by IKEA Foundation, the WMB coalition was created in 2014 as a one-of-a-kind, large-scale coalition of organizations working with corporate leaders to strengthen and accelerate business and policy commitments to climate action. The coalition brings together seven core partners: BSR, CDP, Ceres, The B Team, The Climate Group, The Prince of Wales's Corporate Leaders Group (CLG), and the World Business Council for Sustainable Development (WBCSD). These partners and the WMB Secretariat co-create and execute coalition strategies.

Based on evaluation findings, this report offers recommendations about the future focus and breadth of the WMB coalition's work across economic sectors, topics, and functions (e.g., corporate engagement, action initiatives, policy, and communications), and the future organization and operations of the WMB coalition and its governance. It addresses questions about **programmatic priorities**, asking where the WMB coalition should declare victory and move on, drop or rethink initiatives, or deepen investment. It also addresses questions about the **organization and operations of the coalition**, looking at the strengths and weaknesses of its approach to collaboration, composition of the partnership, and governance. Findings and recommendations outlined in this Executive Summary were informed by interviews, desk research, profiles of fourteen WMB coalition initiatives, research on peer initiatives, and discussions of interim findings with IKEA Foundation, the WMB Secretariat, and Deloitte throughout the project.

Strengths, Weaknesses, Opportunities, and Threats

Discussions with internal and external contacts provided context and insights into how the WMB coalition is viewed within the broader field of corporate climate action and how that field is changing to provide new opportunities and challenges for the coalition.

Key strengths and successes of the WMB coalition include:

- Aligned a fragmented field of corporate climate action.
- Brought together NGOs that in the past would have been competing over scarce resources.
- Mainstreamed a positive narrative of the corporate role in climate and brought needed capacity for strategic communications to the field.
- Clarified what it means for companies to lead and brought rigor to target-setting and action planning.
- Elevated corporate commitment and leadership on climate to the CEO level.
- Helped create widespread awareness of key initiatives, especially science-based targets.
- Approached its collective work with a strong orientation toward learning and adapting efforts over time.

Key weaknesses include:

- Lack of external understanding of the full composition, scope, and collaboration of the WMB coalition.
- Perceptions of the coalition as an exclusive group; external partners feel like the "fifth Beatle."
- Perceptions of the coalition as Western-oriented and biased towards developed country strategies.

Interviewees highlighted opportunities for the WMB coalition as the field and context for corporate climate action evolves. Several felt that the WMB coalition is uniquely positioned to execute broad sectoral and system strategies and leverage relationships within supply chains. Interviewees agreed that WMB coalition should also continue to emphasize strategic communications and elevating a progressive business voice for climate action.

At the same time, observers noted potential threats to the WMB coalition. These include:

- A crowded and competitive field of corporate climate action, causing commitment confusion and fatigue for businesses.
- Increasing expectation that businesses will deliver on their commitments to climate action.
- Challenging policy environments and persistent policy barriers that hamper the transition to a low-carbon economy.

Programmatic Priorities

The assessment of programmatic priorities sought to draw lessons about the past work of the WMB coalition to inform strategic questions about where it should claim victory and move on, drop or rethink initiatives, or renew attention and intensify levels of support. The assessment also sought to inform whether and how the WMB coalition should evolve its theory of change, core strategies, and/or partnerships to be most impactful. Findings and recommendations were influenced by a strong sense from interviews with coalition partner leadership and the Secretariat that the coalition should focus on "finishing what we started" and be judicious about moving into new geographies or sectors.

The key findings are organized by the type of initiative and primarily reflect insights from fourteen initiatives that were profiled for this project. Findings about ambition initiatives, which engage companies to set ambitious climate targets, primarily draw on implementation of RE100, EV100, EP100, Net Zero by 2050, and CSA 100. Findings about action initiatives, which help companies take action to fulfill their commitments, primarily draw on implementation of LCTPi, REscale, Just Transition, and Climate Competent Boards. Findings about advocacy initiatives, which engage leading businesses in providing a compelling case for policy change, primarily draw on implementation of grants related to US policy, European Union (EU) policy, and international policy.

Key findings related to the WMB coalition’s ambition initiatives are:

- Growth in RE100, EV100, and EP100 (i.e., the “100s initiatives”) has been linear to date and focused on leading companies; future targets for these initiatives suggest that a “tipping point” followed by exponential growth is expected by the coalition in the next few years.
- Among the core geographies, the vast majority of large companies in the US and EU have not yet made 100s commitments, and progress has been limited in Japan, India, and South Africa.
- “Exploratory” initiatives—including Net Zero by 2050, CSA 100, and the pledge for a Just Transition to Decent Jobs—have helped define ambition, but their path for growth is unclear.
- There are several “legacy” initiatives (e.g., reduce short-lived climate pollutants, carbon pricing, and others) that should be archived unless the WMB coalition intends to actively grow them.
- The evaluation team’s instinct—to be validated against the findings of the SBTi evaluation—is that SBTs are not an area to “claim victory and move on” or “drop or rethink initiatives” but rather one to “renew attention and intensify levels of support”—and to increase collaboration and alignment between SBTi and the WMB coalition.

Key findings related to the WMB coalition’s action initiatives are:

- Resources developed with companies leverage the WMB coalition’s comparative advantage to define what concepts mean for business and develop scalable solutions that show companies how to achieve climate goals.
- The WMB coalition has a track record of helping incubate successful market development initiatives (e.g., advancing use of power purchase agreements for renewable energy through REscale).

- Direct one-on-one assistance for companies is not the WMB coalition's comparative advantage—and puts increasing capacity demands on partners as initiatives scale—but presents good partnership opportunities.
- The WMB coalition has a strong comparative advantage in tracking and analysis of corporate actions and progress toward emissions reduction targets; this work has been identified by CDP as a "next step" for SBTi and can build on reporting systems in place and under development.

Key findings related to the WMB coalition's advocacy initiatives are:

- Enabling policies are critical for market transformation—in the near-term to unlock barriers and in the long-term to drive progress to WMB coalition north stars.
- Policy barriers are still significant for the 100s initiatives in priority WMB coalition geographies, including the US, India, and South Africa.
- The WMB coalition has a comparative advantage—and history of unique contribution—in bringing together a catalytic business voice at critical moments to influence policy.
- The shifting policy environment and need for progress in specific sectors and geographies increases demand for the WMB coalition to be influential in more venues—and on more topics.
- Outside observers indicate the WMB coalition has mainstreamed strong high-level messages and been visible in high-profile, international forums. It has been weaker at more specific and direct policy advocacy, but this work can be strengthened through partnerships in specific geographies and topical areas of work.

Recommendations on Programmatic Priorities

1. "Finish what we started" with 100s initiatives. Continue efforts in core geographies with an increased focus on action and advocacy in places where there are already a significant number of commitments. Leverage current commitments and initiatives for more ambition and with faster timelines.

2. Apply a high bar to decisions to move into new geographies and sectors. Avoid being spread thin across new areas of work. Apply a rigorous strategic lens to new opportunities that assesses paths to scale and leverage the coalition's unique strengths.

3. Decide what to do with 'exploratory' and 'legacy' ambition initiatives. Review these initiatives and decide whether to reinvigorate, spin-off, or sunset them.

4. Limit proliferation of new ambition initiatives. Avoid contributing to commitment fatigue among businesses and stretching WMB coalition capacity without clear strategic intent.

5. For action initiatives, lead on the development of scalable concepts and solutions. Work with market leaders to develop scalable decarbonization solutions that companies can use to reduce emissions. Help companies operationalize concepts like just transition that influence how the low carbon economy of the future will develop.

6. Catalyze and spin off initiatives to develop market mechanisms and assist companies directly—partner rather than lead. Encourage development of new markets and services, and then partner or spin-off initiatives to others that can provide one-on-one assistance to companies and scale these efforts.

7. Leverage the WMB coalition's unique capacity to lead the market in approaches for tracking actions and emissions reductions. Draw on CDP's market leadership in tracking and reporting to lead the field in demonstrating that companies are taking action. Continue to align with initiatives that leverage the strong influence of investors to encourage reporting.

8. Use policy needs and opportunities to drive overall WMB coalition strategy. Identify critical policy wins in specific geographies and focus corporate engagement on creating a sufficiently strong business voice to advocate for them. Focus on geographies where business advocacy can be most effective and in countries where policy change in the next few years can set the bar for others. Align with strategic re-grantors on policy and partner with advocacy organizations that have specific country and subject matter expertise.

9. For advocacy initiatives, play offense *and* defense. Counter negative trade associations and hold companies accountable to the positions taken by these entities. Engage businesses in stopping rollbacks of existing climate policy.

10. Invest in expanded policy advocacy capacity and presence to be in more venues on more topics. Increase capacity to ensure that coalition partners can be effective advocates in more venues and bring the topical expertise needed in specific policy arenas. This includes aligning advocacy efforts of current WMB coalition partners like Ceres, CLG, and WBCSD, with other organizations deeply involved in advocacy in the US and the EU (e.g., Energy Foundation and European Climate Foundation) and partnering with organizations with specific in-country and/or issue area expertise and capacity.

Collaboration and Governance

The WMB coalition and its governance structure were established as a time-bounded arrangement focused on the Paris Conference of the Parties (COP) in 2015, not with the long-term in mind. Over time, the coalition's work has diversified into more sectors and geographies. The number of initiatives has grown. The Secretariat has expanded its capacity and taken on more responsibility and functions. Co-funding has increased somewhat (however, IKEA still funds the vast majority of WMB coalition work), and there is increasing pressure to diversify funding. The evaluation examined whether the partnership and structure for governance are still fit for purpose given these changes since the coalition was created and the challenges ahead.

Key findings related to collaboration are:

- The value of collaboration among organizations and across initiatives is well-understood and emphasized within the WMB coalition but poorly understood outside of it.
- WMB coalition partners continue to strongly validate the increased efficiency and impact of turning competitors into partners through organizational collaboration; among other benefits, collaboration has allowed WMB coalition partners to focus on what they do best.
- Within the WMB coalition, multiple initiatives are seen as deeply connected ingredients of broader strategies across systems, sectors, and geographies. In contrast, external observers see initiatives as a menu of individual options for companies rather than an integrated whole.
- The alignment of strategy and implementation between SBTi and the WMB coalition is critical, but the two efforts are not well coordinated. Science-based targets (SBTs) are a core component of the WMB coalition's corporate engagement strategy, especially in areas like heavy industry and supply chains. At the same time, recruitment and guidance development projects funded directly through the WMB coalition enhance the work of SBTi. WMB and SBTi seem to proceed in parallel, generally seeking complementary goals, but doing little to coordinate strategy or implementation.
- Transformation Teams have been established for power, transportation, and buildings systems. They are a promising approach for coordinating multiple initiatives that can influence supply and demand within systems as well as supply chains. However, further refinements may be needed in structure and membership. The evaluation team is not aware of how the move toward Transformation Teams (and systems-orientation of strategy more generally) may affect the structure of future grant proposals.

On governance, the evaluation team sees tensions but not a crisis—governance needs a tune-up rather than an overhaul. Key findings related to governance are:

- Persistent questions of whether Board is sufficiently insulated from interests of individual organizations are mitigated by the strength of working relationships and arrangements to focus on collective mission.

- No organization interviewed not already part of the WMB coalition expressed interest in joining as a coalition partner and being represented on the Board.
- The Secretariat has grown, built expertise, and taken on more direct responsibility as WMB work has become more complex and emphasized “radical collaboration.”
- The growth and increased role and capacity of the Secretariat has responded to the needs and opportunities of the WMB coalition—but has also created tension around the appropriate role of the Secretariat and partners related to strategy development, partner collaboration, grant making and monitoring, and fundraising.
- To fulfill its accountability role, the Compliance Committee needs to strengthen its engagement and oversight.
- The demands on the WMB coalition’s Corporate Advisory Board are relatively low, and it appears under-utilized; some perceive the Advisory Board as too Western-oriented.
- The WMB coalition’s broad network—including the Corporate Advisory Board, Implementation Partners, and Network Partners—provides the opportunity for engagement with a diverse and highly connected group of organizations, creating leverage beyond directly funded initiatives.

Peer initiatives offer valuable lessons for how to manage tensions within collaborative governance:

- Use guiding principles (or an equivalent) to maintain focus on a collective mission; the WMB coalition does not have any equivalent set of principles to which partners commit.
- Leverage trust and standard processes to balance value and tensions between members and Executive leadership.
- Codify and periodically refresh roles and responsibilities of governance bodies.

Recommendations on Collaboration and Governance

1. Deepen connections between SBTi and WMB coalition governance to 1) maintain the key role SBTs play in the coalition’s strategy and 2) leverage the complementarities between SBTi and other coalition commitments and initiatives. While SBTi and WMB work in parallel, generally seeking complementary goals, there is little coordination of strategy or implementation between them. The two efforts should strengthen collaboration through aligned strategic planning, stronger collaboration among leadership, and a more explicit role for CDP as a liaison between SBTi and the WMB coalition.

2. Invest in and refine Transformation Teams. Assess what is working well, what can be improved, and where to adjust participation and responsibilities to best leverage the relative strengths of coalition partners and Secretariat staff.

3. Communicate the full suite of WMB work and how the sum is greater than the whole of the parts. Build brand recognition around the power of coalition and collaboration—highlighting and illustrating how organizations in the climate field are stronger working together.

4. Refresh commitment to the WMB coalition’s collective mission and effective collaboration. Refresh the core commitments of the WMB coalition to a set of strategic principles and/or principles of collaboration.

5. Refresh roles and responsibilities of governance entities. Conduct a self-assessment of how well governance bodies are fulfilling the roles and responsibilities articulated in the 2017 governance refresh and where additional clarity or refinement is needed. Codify revised roles and responsibilities, with specific attention to roles for developing, consulting, recommending, and deciding on strategy development, budget, grant making, and human resources.

6. Strengthen and engage the Compliance Committee. Enable a more active and engaged oversight role for the Compliance Committee, especially on budget and grantmaking. Provide Compliance Committee members with more opportunities to engage directly with the coalition Board and Secretariat.

7. Diversify the partner network. Consider adding one to two new coalition partners anchored in work outside of the US and the EU to the WMB coalition and Board. Strengthen connections to the WMB's broader partner network. Increase developing country representation on the Corporate Advisory Board.

Conclusion

For the WMB coalition, the sum is greater than the whole of the parts. The coalition has succeeded in enabling otherwise competitive organizations to work together cooperatively and, in so doing, have greater impact. This level of collaboration is difficult and time-consuming even when it is directly supported through core funding for partners and increasing capacity of the Secretariat. It takes consistent attention to manage the tensions that deep collaboration can create and periodic deep dives into governance to ensure that roles and responsibilities are clear and appropriate.

There are many needs to solve the climate crisis but not all are right for the WMB coalition (even as they may be right for some individual partners). The coalition should examine future opportunities through a strategic lens that reflects its unique strengths in bringing field alignment, leveraging the power of companies, and engaging the full theory of change. When adding new initiatives or discontinuing them, it is important to think about how they relate to the whole of the WMB coalition's work—including what collaborative opportunities arise from new initiatives and what opportunities may be lost from those that are discontinued.

It is important to remember that this investment of resources, capacity, commitment, and time is about long-term transformative change. There are less expensive and more easily counted ways to reduce greenhouse gas emissions in the near-term. The work of the WMB coalition is about investing in putting the economy on the right long-term path. It is based on the understanding that the private sector plays a very important role in changing markets, investing, innovating, and creating the goods and services people use and that will help alter their behaviors. By bringing together organizations that are global leaders in corporate climate action and policy—and supporting their radical collaboration—the WMB coalition has become the place where this action is and the opportunity for change remains as compelling as when the coalition was created.

1. Introduction

This report documents the findings and recommendations of a strategic evaluation to inform decisions about the future direction of the We Mean Business (WMB) coalition based on lessons from the past. During its first several years, the WMB coalition has pursued a broad spectrum of initiatives to accelerate private sector ambition, action, and advocacy on carbon emissions reduction. As the WMB coalition and IKEA Foundation undertake planning for the 2021–2025 period, this evaluation offers insights about the future focus and breadth of WMB coalition work across economic sectors, topics, and functions (e.g., corporate engagement, action initiatives, policy, and communications), and the future organization and operations of the WMB coalition and Secretariat.

IKEA Foundation, the WMB Secretariat, and WMB coalition partners will be making decisions about the future based on a shared sense of the value and unique contribution of the coalition's past work and future potential. This high level of commitment to collaboration and transparency among funders, partners, and staff has been affirmed throughout the project, especially in discussions about interim findings. The evaluation comes at a time of organizational opportunity as the need for ambitious climate action intensifies. It also comes at a time of unprecedented challenge in the face of the global COVID-19 pandemic.

WMB Background and Context for Evaluation

Funded primarily by IKEA Foundation, the WMB coalition was created in 2014 as a one-of-a-kind, large-scale coalition of organizations working with corporate leaders to strengthen and accelerate business and policy commitments to well below 2 degrees (now with an emphasis on 1.5 degrees) and to mainstream business transition to a just and low-carbon economy. The coalition brings together seven core partners: BSR, CDP, Ceres, The B Team, The Climate Group, The Prince of Wales's Corporate Leaders Group (CLG), and the World Business Council for Sustainable Development (WBCSD). These partners and the WMB Secretariat co-create and execute coalition strategies.

The work of the coalition members is organized by grant, and these grants (and sub-grants) support a range of initiatives to advance ambition, action, and advocacy in a "strategic house" that includes the power system, transportation sector, built environment, industry, land/natural climate solutions, and the economy more broadly. Some grants involve more than one of the seven coalition partners, and several grants include a broader set of additional partners. Each of the seven partners receives core funding in addition to project grants to support collaborative activities. The WMB Secretariat, led by the WMB coalition CEO, provides strategic, analytical, and coordination support to the coalition as well as enhancing capacity in specific areas like strategic communications, policy guidance, and corporate engagement.

In 2019, the coalition began organizing through systems-based Transformation Teams. These teams bring partner and Secretariat staff together to focus on transformation of specific market systems. By coordinating work on corporate engagement, action, policy and communications within systems, the teams seek to enhance the coalition's ability to develop and implement strategies that will achieve "north star" goals for each system.

The focus and organization of the WMB coalition sets up four key lenses by which to examine its collective efforts:

- The **coalition-level**, encompassing the collective impact of all the partners and the Secretariat and the added value of pursuing work together rather than individually.
- The **systems level**, encompassing the various WMB coalition initiatives influencing specific economic systems (power, transportation, etc.) and the complementary impacts of aligned corporate engagement, action initiatives, policy advocacy, and strategic communications aimed at influencing transformational systems change.

- The **initiative level**, encompassing specific areas of work funded through grants and sub-grants, such as the Science Based Targets initiative (SBTi), RE100, EV100, EP100, Net Zero by 2050, the Low Carbon Technology Partnerships initiative (LCTPi), policy initiatives, and others, which contribute to progress in one or more systems.
- By **geography**, reflecting a focus over the last several years in the US, the EU, Japan, India, and South Africa, and recognizing the cross-cutting nature of climate policy to affect multiple systems within a country.

This evaluation approached the WMB coalition's work through each of these lenses for different aspects of the work. Insights into governance and strengths, weaknesses, opportunities, and threats are largely at the coalition level. The evaluation team's insights into programmatic priorities are largely based on analysis at the initiative level and with a geographic lens. Much of the insights into collaboration take a coalition-level and systems-level view.

During the time of this evaluation project, there have been other complementary activities to inform the WMB coalition's 2021–2025 strategy. The coalition itself has been actively planning, including conducting an internal scenarios analysis (led by BSR). Deloitte has undertaken a strategic review of SBTi, funded by IKEA Foundation. In parallel, IKEA Foundation is undertaking planning and decision-making about the foundation's broader climate portfolio.

Phases of WMB Coalition Funding

Since 2014, there have been 3 phases of funding for the Coalition; each had different durations and objectives.

- Phase 1 (February 2014–February 2016) was to establish the WMB brand, gather commitments, and "win" Paris.
- Phase 2 (March 2016–June 2017) was a "bridge" grant to help the coalition further develop its identity and credibility among climate change peers and to build on momentum of initiatives such as EV100, EP100 and RE100.
- Phase 3 (July 2017–April 2021) was designed to drive international presence, and to advance the Science-Based Target (SBT) methodology and spread the adoption of SBTs. This phase is also meant to enhance collaboration, incubate interventions for systemic transformations and shift the narratives among business regarding climate actions.

Phase 3 is the primary focus of this evaluation.

Evaluation Audiences

The primary audience for this report is the IKEA Foundation staff overseeing WMB coalition funding with the intent to support their involvement in strategic decision-making and inform findings they will present to the IKEA Board. Key secondary audiences for the evaluation are the WMB Secretariat and coalition partners as they develop WMB coalition strategy for 2021-2025. Aspects of the work may also be useful for other audiences, such as current or potential future funders of the WMB coalition.

Report Organization

Section 2 provides an overview of the objectives and questions driving the evaluation as well as various methods for gathering information and insights. Section 3 provides a high-level overview of how internal and external contacts describe the strengths and weaknesses of the WMB coalition as well as key opportunities and threats in its operating environment. Section 4 describes a strategic framework for assessing programmatic priorities as well as key findings and recommendations about the coalition's programmatic work on ambition, action, and advocacy. Section 5 describes key findings and recommendations related to collaboration and governance, including insights from other initiatives that support collaboration among many partners toward a shared goal. Section 6 concludes the report with high-level observations about the coalition's past and potential future direction.

2. Evaluation Questions and Approach

Evaluation Questions

Questions driving the evaluation fell into two broad categories outlined in the project's Terms of Reference. First were questions about **programmatic priorities**, asking where the WMB coalition should declare victory and move on, drop or rethink initiatives, or deepen investment. Second were questions about the **organization and operations of the coalition**, looking at the strengths and weaknesses of its approach to collaboration, composition of the partnership, and governance and the extent to which these are "fit for purpose" for future opportunities.

Specific evaluation questions about **programmatic priorities** in the Terms of Reference were:

1) Where is momentum sufficiently catalyzed that the coalition can wind down (or reduce investment) or let go of an initiative that can now live on its own? (In other words, where can WMB claim victory and move on?)
2) Where has WMB shown to be ineffective, despite the maturity of efforts, and thus a choice must be made to either drop or rethink the initiative(s)?
3) What areas require renewed attention or more intensive levels of support, either because systems change is on the foreseeable horizon or because the topic will not advance without focused interventions from the private sector? (For this question, IKEA Foundation would like to see a detailed analysis of sectors/topic and geographies where corporate voice and interventions from coalitions like WMB will likely be most impactful.)
4) Once the priority areas and geographies are identified, how should the coalition evolve its theory of change, core strategies, and partnerships to be most impactful?

The questions outlined in the Terms of Reference related to **governance, organizational design, and operations** were:

1) How has the set up as a coalition provided strategic alignment and organizational collaboration among the partners? Has this set up increased the effectiveness and impact of climate actions?
2) How does the WMB coalition model compare to other private sector coalitions such as the Nordic group or Swiss Clean Tech?
3) To what extent is the current constellation of coalition members sufficient for the coalition to be effective in future recommended areas and geographies? How might it evolve in terms of geographic presence and/or partnerships?

Information Collection and Synthesis

Interviews

Much of the insight for the evaluation came from 40 interviews (listed in Appendix A) conducted with:

- IKEA Foundation staff
- WMB coalition partner leadership
- Secretariat staff
- Compliance Committee members
- Implementation partners
- Outside observers in the field of climate action
- Peer Initiative representatives

The sequence of interviews began with "insider" insights from IKEA Foundation, WMB coalition partners, and the Secretariat and then moved outward, culminating in a set of interviews with outside observers of the WMB coalition and its contribution to the field of climate action. Appendix A lists interviewees and the focus of the discussions with them.

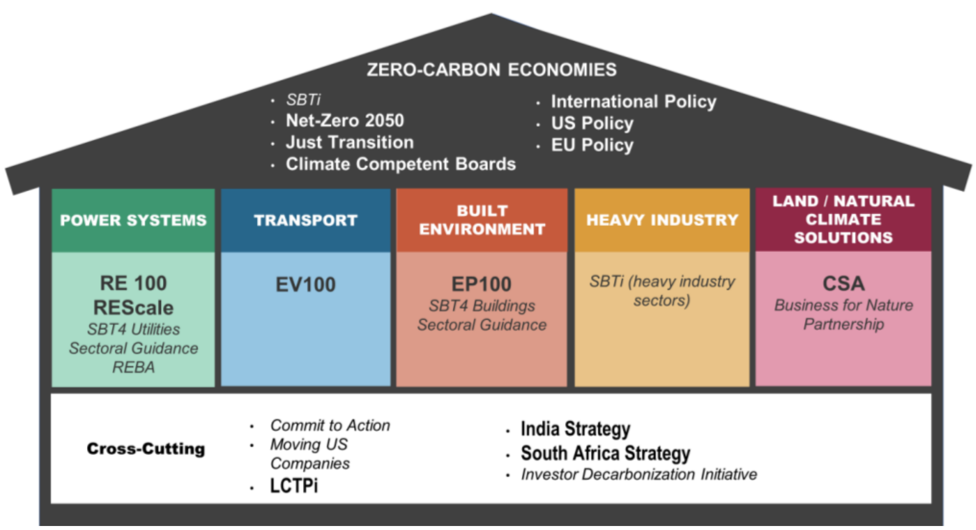
Initiative Profiles

Primarily to address questions about programmatic priorities, the evaluation team developed summary profiles of fourteen WMB coalition initiatives. Based on a desk analysis, the profiles synthesized information from a "look back" at accomplishments and highlights as well as a "look forward" at potential future strategic direction. Although the emphasis of this work was on understanding the breadth of WMB coalition initiatives and connectivity among them, the evaluation team also sought to go into enough depth on each initiative to inform the evaluation's programmatic questions about where to focus attention and resources of the coalition going forward and to provide information useful to ongoing strategic planning. Appendix B lists the initiatives profiled and provides an example of the information collected and reported. Profiles are documented in a separate PowerPoint report.

Key information sources for the initiative profiles included grantee reports and synthesis reports for Year 1 (2017–2018), Year 2 (2018–2019), and Year 3 (2019–2020); initiative-specific reports (where they existed); and other publicly available information. The evaluation team did not interview coalition partners specifically about these profiles, and they were not reviewed or refined by the Secretariat or coalition partners. The evaluation team conducted an earlier project for the WMB coalition to help it more clearly identify and articulate its contribution to transformational change. This earlier project provided the evaluation team with an understanding of the coalition's structure and key initiatives, which helped inform the initiative profiles.

The profiles explicitly did not cover SBTi or related activities (e.g., sectoral guidance and corporate engagement) because of the complementary evaluation of SBTi going on at the same time as this analysis. That said, research on specific initiatives and over-arching lessons are informed by the evaluation team's awareness of connectivity to SBTi, especially in the context of systems (e.g., power, transportation, etc.). The focus on selected initiatives and systems is represented below by the initiatives in bold; those in italics were not profiled.

We Mean Business Strategic House



Note: Only shows IKEA-funded, non-discretionary grants with annual funding > $150K.
The initiatives in bold font were profiled by the evaluation team.

Peer Initiatives

Through document review and interviews, the evaluation team researched three peer initiatives to provide insights on their governance structure, guiding principles, and member relations that hold lessons for the WMB coalition. The initiatives were:

- **Swiss Clean Tech**: A Swiss trade association with over 350 member companies working to achieve a sustainable liberal green economy through policy design and advocacy.
- **Climate Leadership Coalition**: A Finnish organization with over 85 members composed of organizations, businesses, cities, and individuals seeking to accelerate climate change solutions through sustainable business and civic engagement.
- **Global Alliance for the Future of Food:** An alliance of 30 foundations collaborating to develop and advocate for sustainable food strategies globally, focusing on agroecology, health and well-being, true-cost accounting, and climate.

Swiss Clean Tech and the Climate Leadership Coalition were specifically cited in the Terms of Reference's evaluation questions.[1] The Global Alliance for the Future of Food was suggested by one of the WMB coalition partner contacts.

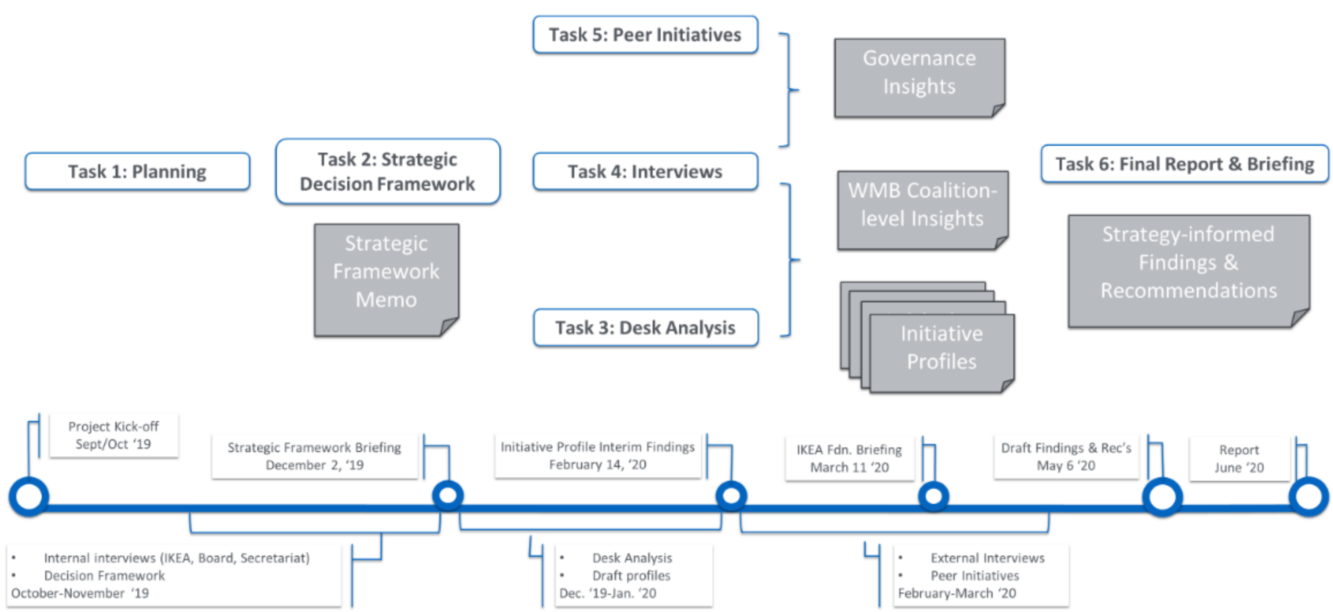
Discussions of Interim Findings

Several discussions of interim findings with IKEA Foundation, the WMB Secretariat, and Deloitte helped the evaluation team craft the findings and recommendations in this report. These included discussions of:

- A draft strategic framework for the WMB coalition, including possible strategic orientations for the coalition as well as a synthesis of strategic considerations for deciding where to initiate new work (December 2019)
- Interim findings based on initial interviews with IKEA Foundation staff, coalition partner leadership, and the WMB Secretariat (January 2020)
- Programmatic insights from initiative profiles (February 2020)
- Interim findings discussion with IKEA Foundation leadership (March 2020)

In addition, findings were shared with the coalition Board at points throughout the project, and highlights from those conversations were conveyed back to the evaluation team. All of these activities helped the evaluation team keep apprised of the WMB coalition's parallel strategic planning work (and hopefully was useful in that planning).

Project Tasks and Schedule



[1] The Climate Leadership Coalition was identified in the evaluation questions as the Nordic Group.

3. Strengths, Weaknesses, Opportunities, and Threats

Discussions with internal and external contacts provided context and insights into how the WMB coalition is viewed within the broader field of corporate climate action. Interviewees ranged from those highly connected and involved with the WMB coalition partners to those familiar with individual partners but much less acquainted with the inner workings of the coalition. External observers of the coalition offered perspectives on the coalition's unique value and impact, how the field of corporate climate action is changing around it, and potential challenges and threats that may be emerging for the coalition moving forward. While this section does not reflect a comprehensive assessment of strengths, weaknesses, opportunities, and threats (SWOT), the SWOT framework is useful for organizing this set of coalition-level findings.

Strengths

Aligned a fragmented field of corporate climate action. One of the most frequently cited successes of the WMB coalition is that it has brought into one platform a suite of corporate commitments. It has reduced noise and fragmentation in the field, replacing it with a clear set of options for companies, coordinated corporate engagement, and consistent messaging. As one interviewee put it, "To see an alphabet soup of frameworks is overwhelming. Companies who aren't sure how to navigate the climate space find comfort in having one credible, consistent platform."

Brought together NGOs that in the past would have been competing over scarce resources. Observers of the WMB coalition highlight the value of collaboration and alignment among the seven coalition partners who would otherwise be competing for funding and attention. The high level of collaboration between coalition partners has fostered a trusted network of NGOs that can share resources more effectively and efficiently, reducing unnecessary overlap and duplication of efforts.

Mainstreamed a positive narrative of the corporate role in climate and brought needed capacity for strategic communications to the field. Internal and external observers credit the WMB coalition with establishing a progressive role and voice for businesses on climate, noting the 2015 Paris Conference of Parties (COP) as a pivotal moment. They have found much value in the coalition's ability to amplify messages about greater ambition, especially around the COP. The coalescing around credible targets and pathways enabled a critical mass of businesses to make commitments, which created a safe space for others to follow.

Clarified what it means for companies to lead and brought rigor to target-setting and action planning. WMB coalition targets and methods for SBTs, "100s" initiatives, net-zero, 1.5 degrees and others have created the gold standard for rigorous corporate work on climate. The coalition has operationalized concepts like Paris-level ambition, just transition, and climate competent boards in ways that help companies understand what to do. At the same time, it has advanced key market mechanisms that enable action like power purchase agreements and buyers' clubs.

Elevated corporate commitment and leadership on climate to the CEO level. The WMB coalition has contributed to bringing climate commitments out of sustainability and public affairs departments to the C-suite. One interviewee noted that when the coalition organizes events, it is the CEOs that show up and they are "much more involved and personally invested than before Paris."

High awareness of SBTs, followed by RE100. When asked open-ended questions about the visibility of initiatives and which initiatives are thought to be associated with the WMB "brand," most outside observers cited SBTi as the WMB coalition initiative with which they were most aware and that they thought the most impactful. RE100 was the second most recognized. Both were more associated with CDP and The Climate Group, respectively, than with the WMB coalition as a whole. Interviewees also acknowledged target-setting as an important first step to corporate climate action, and often the most difficult step.

Highly adaptive. The WMB coalition has a strong orientation toward learning and adapting initiatives over time as lessons are learned about what is effective and as contexts change. Learning, refinement, and some significant pivots are apparent across many initiatives. For example:

- EP100 added a Net Zero Carbon Buildings pathway in Year 2 (2018–2019) after limited uptake in Year 1 (2017–2018), paving the way for an increase in corporate commitments.
- Net Zero by 2050 shifted from an initiative focused on B Team companies to a concept mainstreamed throughout WMB coalition initiatives.
- LCTPi recently updated the focus of its action initiatives into SOS1.5 to address the new challenges businesses face in meeting targets consistent with a 1.5-degree global goal.
- International policy shifted from BSR to WBCSD to reflect changes in relevant international venues

Weaknesses

Lack of external understanding of the full composition, scope, and collaboration of the WMB coalition. Discussions with outside observers revealed a lack of awareness about the coalition's full suite of partners, initiatives, and work across policy, ambition, and advocacy. These observers had little sense of the coalition as a whole, but rather were aware of the work of individual coalition partners or of one or two key initiatives. Lack of understanding of the coalition's full suite of work and partners may limit opportunities for broader collaboration in the field.

Perceived as an exclusive group; external partners feel like "5th Beatle." Some outside observers alleged that the WMB coalition is not coordinating the broader field effectively beyond the seven coalition partners. One called the coalition an "exclusive inner circle." Peer organizations mentioned feeling excluded at global events like the COP and Global Climate Action Summit. Some external contacts noted that the coalition comes across as an exclusive group that wants to stand apart from the broader business community, rather than being seen as integral to it.

Viewed as Western-oriented and biased towards developed country strategies. Many interviewees highlighted the need to increase geographic diversity among partners to better equip the coalition to work in a broader set of countries (especially the Global South). External contacts who work with non-Western organizations noted that the coalition is often regarded as an "OECD initiative." One interviewee highlighted, for example, that most Chinese and Japanese companies are unfamiliar with the WMB coalition. Interviewees working in counties like India and South Africa expressed the need for the coalition to have a greater sensitivity to developing country contexts, such as using different language for policy "asks" in developing countries than in the US or EU.

Opportunities

Uniquely positioned to execute sector and system strategies and leverage relationships within supply chains. Discussions with both internal and external contacts suggest that the WMB coalition is well-equipped to continue connecting initiatives into the wider context of systems change. For example, changes in ground transportation related to goods movement can affect demand for low-carbon aviation, which creates the opportunity for the fuels industry to collaborate with aerospace companies and airlines. Interviewees recognized that the coalition has opportunities to continue leveraging system strategies through initiatives like SBTi, which reinforce the need for companies to consider their whole value chain, and Net Zero commitments, which help companies think beyond the footprints of their own operations.

Continue to emphasize strategic communications. Several interviewees highlighted the value of WMB coalition's strategic communications in solidifying a pro-climate business voice and positive narrative as a way to counter opposition voices.

Both internal and external contacts suggested the WMB coalition continue its role in strategic communications, which has been especially helpful for partners that don't specialize in communications themselves.

Threats

Crowded and competitive field of corporate climate action, causing commitment confusion and fatigue for businesses. Several contacts noted that climate commitments for businesses continue to proliferate, and highly ambitious targets are emerging. For example, Microsoft's "carbon negative" initiative and Amazon's pledge to net zero by 2040 are setting higher bars than most SBTs. While WMB coalition partners contributed to Amazon making a net-zero commitment, Amazon's initiative has its own branding and communications and is beginning to attract additional partners. This new wave of highly ambitious corporate commitments adds pressure to the WMB coalition if it wants to remain at the cutting edge of climate ambition. The proliferation of commitments makes it challenging for businesses to navigate the fragmented field of corporate climate action. The increase in ambitious targets can also threaten credibility as businesses commit to targets they don't understand or know how to meet.

Increasing expectation that businesses will deliver on their commitments to climate action. Both internal and external interviewees highlighted the need to hold companies accountable once commitments have been made. With more businesses making commitments, the pivot to action is becoming more important to drive emissions reductions in systems and to be more credible in policy advocacy. Those close to the WMB coalition acknowledged that a pivot from ambition to action will increase resource demands on the coalition and partners, with some cautioning against drawing capacity away from the coalition's comparative advantage in recruitment.

Challenging policy environment and persistent policy barriers. Interviewees affirmed that policy is critical for transformation but acknowledged the growing challenge with the rise of the far right and decline of international collaboration. Additional barriers arise for countries with large GHG reduction opportunities like China that have governance systems that aren't responsive to business-led advocacy. More recently, COVID-19 has significantly increased policy and economic challenges.

4. Programmatic Priorities

The assessment of programmatic priorities sought to draw lessons about the past work of the WMB coalition to inform strategic questions about where it should claim victory and move on, drop or rethink initiatives, or renew attention and intensify levels of support. In doing so, it also sought to inform whether and how the WMB coalition should evolve its theory of change, core strategies, and/or partnerships to be most impactful.

This work began with a recognition that evaluation of past performance was only part of the picture. It was also important to understand what key leaders at IKEA Foundation, coalition partners, and the Secretariat saw as the optimal strategic orientation for the WMB coalition and the key strategic considerations they brought to decisions about whether to accelerate, start, or stop work.

To complement high-level strategic insights, the evaluation team's findings and recommendations on programmatic priorities drew significantly on profiles of fourteen WMB coalition initiatives. As described in Section 2 (and illustrated in Appendix B and documented in a separate PowerPoint presentation), these profiles involved a "look back" at accomplishments and highlights and a "look forward" at potential future strategic direction based on a desk analysis of reporting and related documents. The evaluation team also synthesized data on commitments over time and by country.[2]

[2] Commitment data is based on the WMB Coalition database (October 2019), but may not align exactly with other information due to minor differences in methodology (e.g., calendar vs. grant year). In the opinion of the evaluation team, this does not affect broad conclusions.

To help structure the analysis and findings, the evaluation team categorized each initiative as primarily related to the WMB coalition's work on *ambition* (i.e., recruiting companies to make commitments), *action* (i.e., supporting company efforts to achieve commitments), or *advocacy* (i.e., leveraging corporate voice to influence international, national, and sub-national policy). In practice, there are not bright lines between these categories. For example, The Climate Group's "ambition" work to recruit companies for RE100, EV100, and EP100 is complemented by advocacy work undertaken by The Climate Group. The categories should therefore be viewed as reflecting the primary emphasis of each initiative. The WMB coalition does not use this approach for categorizing its initiatives in routine reporting.

The work on initiative profiles emphasized breadth over depth, seeking an understanding of the key accomplishments, challenges, and opportunities for each initiative as well as an understanding of how they related to each other and engaged coalition partners in specific project partnerships. The evaluation team recognizes that the initiatives are moving targets and reviewed information through mid-year Year 3 (2019–2020) reporting. However, it is clear that initiatives continue to evolve. Current strategic planning may lead to significant adjustments in strategy and approach that the evaluation team hasn't captured.

It bears repeating that this evaluation explicitly did not go into depth on SBTi or related activities (e.g., sectoral guidance, recruitment) because of the complementary evaluation of SBTi going on at the same time as this analysis. Because of their importance to the WMB coalition, understanding of progress and opportunities on corporate adoption of SBTs (as well as the governance of the SBTi initiative) provides important context for examining the other initiatives. It is clear that SBTs are a very important and visible component of the WMB coalition's work and the leading strategy for engaging companies in core sectors and systems. The evaluation team's instinct—to be validated against the findings of the SBTi evaluation—is that SBTs are not an area to "claim victory and move on" or "drop or rethink initiatives" but rather one to "renew attention and intensify levels of support."

Initiative Profiles

Ambition:

- RE100
- EV100
- EP100
- Net Zero by 2050
- CSA 100

Action:

- LCTPi
- REscale
- Just Transition
- Climate Competent Boards

Advocacy:

- US Policy
- EU Policy
- International Policy

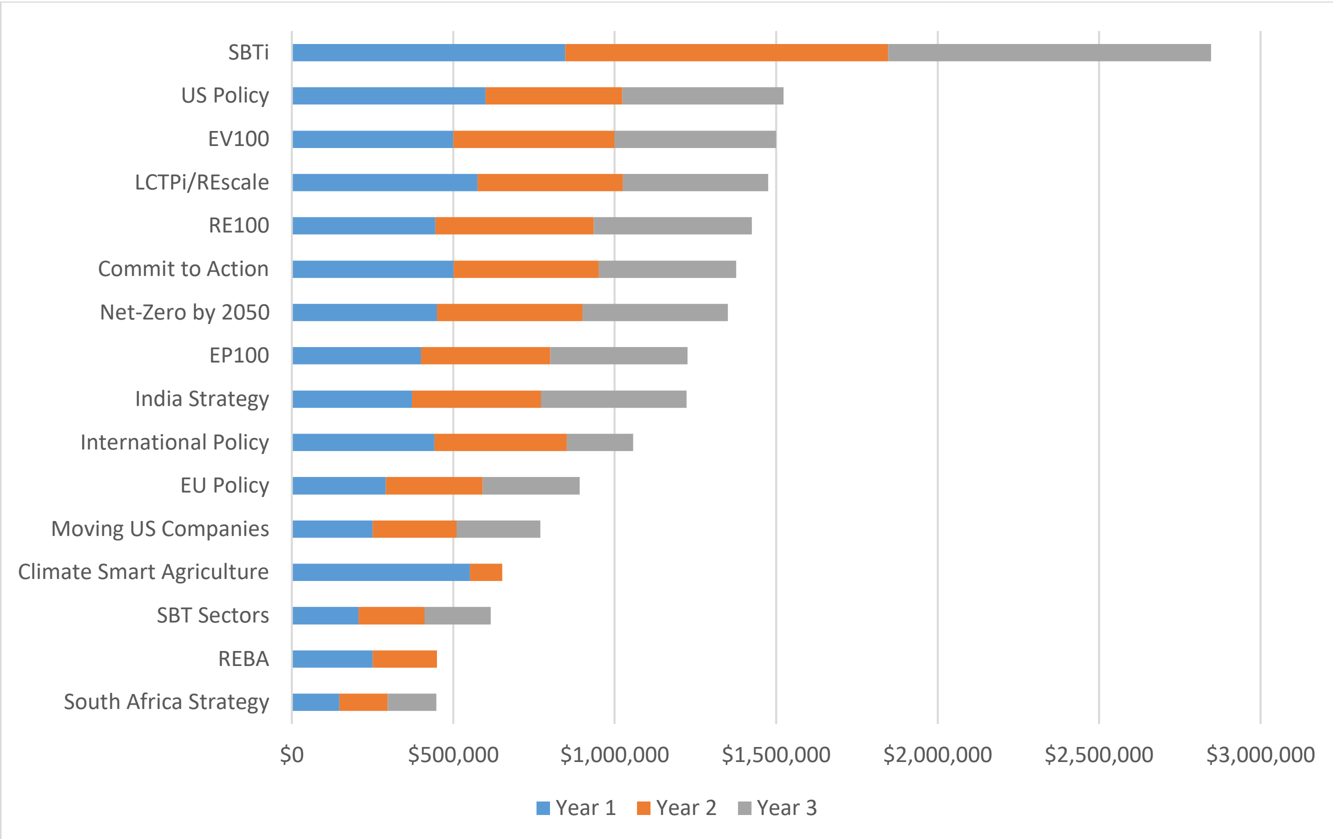
Country Initiatives

- India Strategy
- South Africa Strategy

Portfolio Funding Overview

The chart below illustrates the relative size of the largest WMB coalition grants funded by IKEA Foundation over the last three years. The SBTi grant to CDP totaling $1 million per year in the last two years is the largest, and the South Africa strategy grant to NBI is the smallest shown here, at $150,000 per year. In addition to these grants, each of the coalition partners receives $100,000 per year of core funding to support collaboration and governance activities. The Secretariat also provides a range of smaller discretionary grants for targeted initiatives. In recent years, the coalition has received increasing amounts of aligned funding to complement the IKEA Foundation investment.

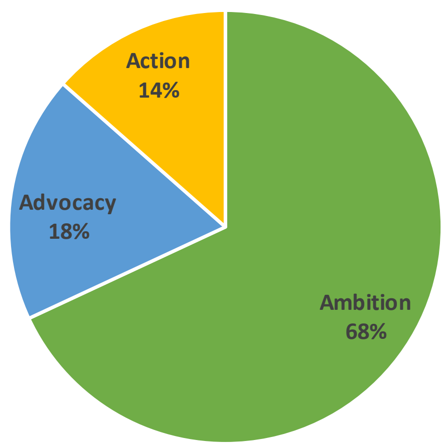
Funding of Largest Grants: Years 1–3 (2017–2020)



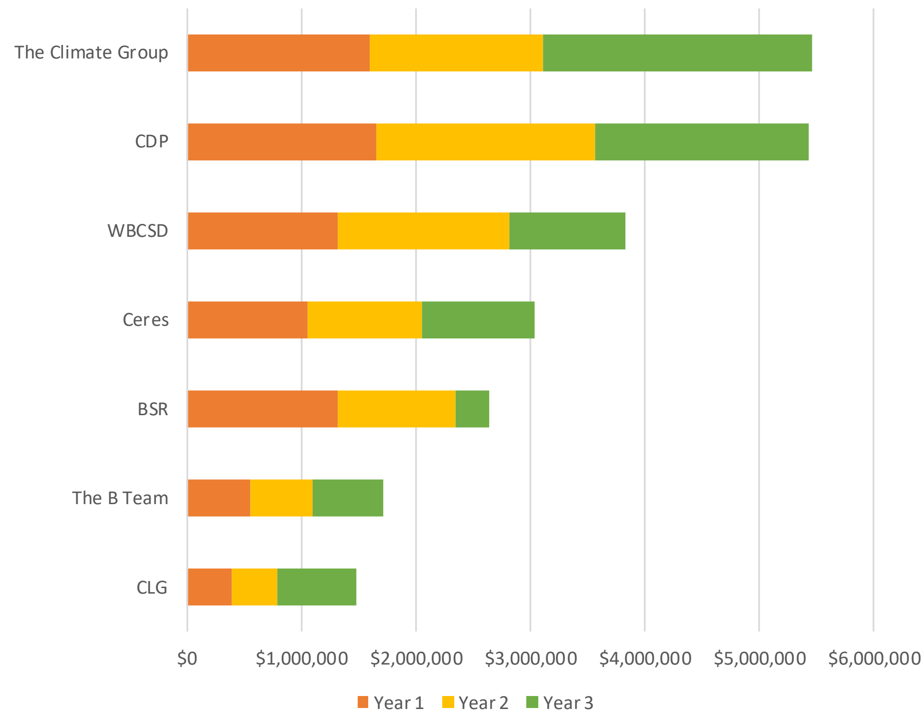
Across these same largest grants, the chart at right shows the allocation of funding to initiatives focused on ambition, action, and advocacy. Funding for ambition initiatives is the largest share. This includes major initiatives like SBTi and the 100s initiatives as well as grants focused on recruitment like Commit to Action and the South Africa and India strategies, which are largely focused on corporate engagement and recruitment for SBTs, RE100, EV100, and EP100.

Total grant funding for each of the seven coalition partners is shown in the next chart. In addition to the large grants illustrated above, these amounts include core funding and discretionary grants. The Climate Group has received the largest total amount over three years for work on RE100, EV100, and EP100 as well as collaboration on country strategies, followed closely by CDP, largely for work related to SBTs.

Funding Ambition, Action, and Advocacy: Years 1–3 (2017–2020)



Partner Funding: Years 1–3 (2017–2020)



Summary of Key Performance Indicator Progress

Through regular grant reporting, WMB coalition partners report on progress against Key Performance Indicators (KPIs) tied to grant objectives. This information is summarized and synthesized in mid-year and end-of-year reporting to IKEA Foundation and the Compliance Committee. To provide a quick snapshot of progress, partners use a stop light system. Green indicates that KPIs are have been met or exceeded, yellow indicates progress toward KPIs, and red indicates little or no progress has been made. This section summarizes information (at the level of stop lights) across the fourteen initiatives profiled, with an emphasis on progress in the most recent years.

All the 100s initiatives, led by The Climate Group, have received green lights for meeting or exceeding KPIs related to growing the number of companies recruited and increasing the visibility of these initiatives in the field. Reflecting its relative maturity as an initiative, RE100 also met or exceeded its KPIs for members' actions to implement shifts to renewable energy and for contributing to policy changes in priority countries. Where the 100s initiatives scored yellow, it was largely for growing more slowly than expected in specific geographies or sectors (e.g., recruitment challenges for RE100 in India and slower than expected progress in heavy-emitting sectors for EP100). There were no red lights for the 100s initiatives.

Net Zero by 2050, led by the B Team, received a red light for slower progress on recruitment than expected, even among B Team companies. It has been more successful in achieving KPIs related to communications from committed B Team companies, which has raised the profile of the net-zero concept among peer companies and policymakers. CSA 100, a joint initiative of BSR and WBCSD, received green lights for its successful launch but a yellow light for not meeting recruiting targets, which were subsequently scaled back. (CSA 100 also got a red light for not establishing an advisory board as planned).

For action initiatives, LCTPi and REscale have met or exceeded objectives (green light) related to engaging companies in their various initiatives and encouraging these companies to commit to ambitious targets and carbon disclosure. Additionally, REscale met or exceeded KPIs for its contribution to the growth of the power purchase agreement (PPA) market. The need for LCTPi to adjust course, which led to a pivot and rebranding as SOS1.5, was signaled by a yellow light in 2019.

Just Transition and Climate Competent Boards, which are action initiatives of the B Team through the Net Zero by 2050 grant, met or exceeded KPIs (green light) for developing and issuing guidance documents and communicating them to the business community in high profile events. Just Transition received a yellow light for falling short of objectives to bring in additional funding.

For US policy, Ceres has met or exceeded its KPIs (green light), reflecting its work to engage companies in policy advocacy through working groups and policymaker events as well as progress in building bipartisan support and media visibility. For EU policy, CLG has met or exceeded KPIs (green light) related to high-level public endorsements of climate ambition by the EU and member states but has fallen short of KPIs on advancing specific commitments through the UN process or in member state legislation (yellow light). For the international policy initiative led by BSR (which has since been transitioned to WBCSD), work met or exceeded KPIs for work related to the UN climate process but fell short (yellow light) for work outside of the UN context.

For international initiatives, work in South Africa led by NBI, has met or exceeded KPIs (all green lights). Work in India (a collaboration among The Climate Group, CDP, and WBCSD) achieved KPIs related to corporate engagement but struggled with work hampered by policy barriers (yellow light).

Progress on KPIs across all of these initiatives informed the findings and recommendations later in this section.

Strategic Orientation

In early interviews with IKEA Foundation, WMB coalition partner leaders, and the Secretariat, the evaluation team heard a range of ideas about the broad strategic orientation of the WMB coalition going forward. In large part, these reflected differences in thinking about 1) the pace at which the WMB coalition should expand into new sectors and geographies and 2) the extent to which the coalition should pursue new tools and approaches versus those it has relied on and refined over time. These orientations transcend specific decisions about programmatic priorities, getting more at the coalition's core identity and the breadth versus depth of its work. To capture these ideas, the evaluation team developed metaphors for a range of orientations, which then became reference points for discussions of interim findings throughout the project. These metaphors and broad orientations are described below.

Dutch Bicycle. These bicycles are highly fit for purpose. They stay close to home and reliably accomplish clear goals. For the WMB coalition, this orientation is all about "finishing what we started." It means going deep in relatively few high-priority sectors and core geographies and having a high bar before moving into new sectors or geographies. It means locking in success by solidifying transformation in core sectors of the real economy by enabling policies and overcoming market barriers—in short, enabling the majority of companies to reduce emissions. Over time, it means moving from engagement with early adopters to early/late majority companies. It also means proving the model works by investing in ways to credibly demonstrate emissions reductions.

The advantage of the Dutch bicycle approach is that it:

- Allows the coalition to focus on what it does best;
- Avoids spreading coalition partners and the Secretariat too thin;
- Demonstrates the success of the WMB coalition theory of change in reducing emissions; and
- Increases value for money over time as it becomes easier to recruit companies and get emissions reductions in favorable policy and market environments.

The disadvantages of this approach are that it:

- Limits the WMB coalition’s ability to address new opportunities with large greenhouse gas reduction potential that aren’t already priority areas of work;
- May not be easily adapted to changing conditions or exogenous factors; and
- May make fundraising from new sources more difficult if work is perceived not to be at the cutting edge or the space is already "claimed" by current funders.

Mountaineer. Mountaineers have skills and equipment that are highly fit for purpose but also highly mobile: they declare victory (and often failure) and then move on to new challenges. For the WMB coalition, this orientation is about taking its proven tools and expertise and moving into new sectors and geographies, focusing on early success and then moving on when there is critical mass of corporate engagement and momentum for corporate action and advocacy. Future goals are not random but are carefully focused on where proven tools and approaches will be most effective. The WMB coalition would continue to lead with corporate ambition in sectors and geographies where it is lacking. It would build infrastructure for advocacy and action and then hand off operations (and funding) to other organizations as it moves on to new challenges.

The advantages of the mountaineer approach are that it:

- Leverages the WMB coalition’s core strengths in corporate engagement; and
- Allows the WMB coalition to “follow the tons” and move into sectors and geographies where there is greatest need for emissions reductions.

The disadvantages of this approach are that:

- Traditional tools and skills may have limited value or influence in new areas, which would limit the role and effectiveness of the WMB coalition; and
- Existing coalition partners may not have local presence, understanding, or skills to be effective.

Smart Phone. The smart phone is a platform for a wide range of innovative new solutions. Rather than focusing on specific tools, it leverages relationships and networks to continuously create and deploy new tools and solutions. Its signature statement is “We have an app for that!” For the WMB coalition, this orientation would mean moving quickly and expansively to where greenhouse gas reduction opportunities are greatest, creating new, innovative approaches on the WMB coalition platform that are fit for specific purpose. It would leverage the strength of relationships and networks as tools rather than “traditional” approaches to corporate engagement, action, advocacy, and communications. These traditional approaches might not be used at all. The coalition would focus on creating, testing, and then succeeding or failing fast through many small or medium-sized bets. It would actively seek out new partnerships.

The advantages of the smart phone orientation are that:

- New solutions will be needed to be effective in areas with large greenhouse gas reduction potential where traditional WMB coalition approaches of corporate leadership and policy advocacy are a poor fit;
- It is highly adaptive to new opportunities and emerging challenges;
- It may attract new funding and partnerships to exciting innovations; and
- The probability of success is spread among many small bets, and some will pay off.

The disadvantages of this approach are that:

- It risks becoming too broad if new initiatives continue to be added, stretching the capacity of the coalition partners and Secretariat;
- It can distract from old areas of work, leaving them unfinished before proving they work by demonstrating real emissions reductions; and
- The existing coalition may not be best suited to implement new strategies.

There is a strong sense among the Secretariat and Board that the coalition should focus on "finishing what we started" and be judicious about moving into new geographies or sectors—suggesting a Dutch Bicycle orientation. Several contacts noted that the WMB coalition is at risk of spreading itself too thin. The coalition's scope of work has broadened over the last several years, including to areas where interviewees feel it doesn't have a clear strategy or comparative advantage. External observers also suggested emphasizing core strengths and value to the field—e.g., rigorous target-setting, strategic communications, and a systems focus. Drawing on the Dutch bicycle metaphor, "finishing what we started" would mean continuing to primarily focus on core systems (power, transportation, buildings, industry) and core geographies (US, EU, India, South Africa, and Japan). In areas where there is already strong progress on corporate commitments (ambition) it would mean increased attention to action and advocacy. It means the WMB coalition should track and demonstrate that companies are taking action and strengthen the push against emerging policy and market barriers (now including navigating the challenges and opportunities of COVID-19). This overall finding carries through to specific findings related to initiatives focused on ambition, action, and advocacy, which are outlined below.

Ambition Initiatives

Ambition initiatives are those that primarily focus on recruiting companies to make deep climate commitments. Together, they represent the bulk of investment in WMB coalition work, with SBTs, RE100, EV100, and EP100 alone accounting for consistent funding of around $2.5 million per year in the last three years.

A **taxonomy** of ambition initiatives includes:

- **Growth Initiatives** like SBTi, RE100, EP100, and EV100. These initiatives primarily emphasize increasing the number of committed companies to achieve a critical mass in priority geographies and sectors that can drive market transformation (following the diffusion of innovation s-curve of growth illustrated on page 22).
- **Exploratory Initiatives** like Net Zero by 2050, CSA 100, and the pledge for a Just Transition to Decent Jobs. These initiatives seek to galvanize market innovators and engage them in exploring how to drive broader change in the business community. These may or may not turn into growth initiatives over time.
- **Legacy Initiatives** that were once the focus of WMB coalition work (and still open for new commitments on the WMB coalition website) but are no longer priorities or active areas of work. This includes commitments on short-lived climate pollutants (SLCPs), carbon pricing, responsible climate policy, deforestation, water security, and reporting climate change information.

Over 860 companies have committed to one or more of the growth or exploratory ambition initiatives. Around 85% of companies have signed up for just one of these commitments, and the remaining 15% of companies have committed to more than one. Where companies had multiple commitments, they most commonly included an SBT with one or more of the 100s commitments. The table below lists the companies with three or more of these commitments (identified by an "X").

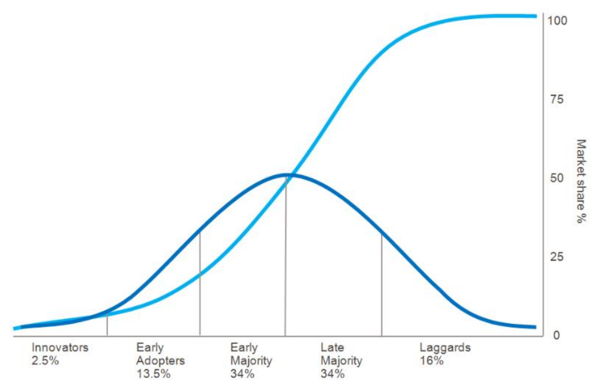
Table 1: Companies Committed to Three or More Ambition Initiatives

Company	Ambition Initiative						
	SBTi	RE100	EV100	EP100	Net Zero by 2050	CSA 100	Just Transition to Decent Jobs
Unilever plc	X	X	X		X	X	X
Landsec	X	X	X	X			
Askul	X	X	X				
AstraZeneca	X	X	X				
BT Group	X	X	X				
Clif Bar & Company	X	X	X				
Daiwa House Industry Co., Ltd.	X	X		X			
Dalmia Cement (Bharat) Limited	X	X		X			
H&M Hennes & Mauritz AB	X	X		X			
Heathrow Airport Holdings Limited	X	X	X				
HP, Inc	X	X	X				
IKEA	X	X	X				
Kingspan Group PLC	X	X		X			
Mahindra Holidays and Resorts India Limited	X	X		X			
Novo Nordisk A/S	X	X	X				
Royal Bank of Scotland Group		X	X	X			
salesforce.com	X	X		X			
Schneider Electric	X	X		X			
Signify	X	X	X				
SSE	X		X	X			
Swiss Re	X	X		X			
VMware, Inc	X	X	X				

Growth in 100s initiatives to date has been linear, focused on leading companies. Plots of cumulative commitments to RE100, EV100, and EP100 show largely linear growth over these years, suggesting they are still in a phase of attracting the leading edge of innovative companies (i.e., the "innovators" and/or "early adopters" cohorts in the diagram at right).

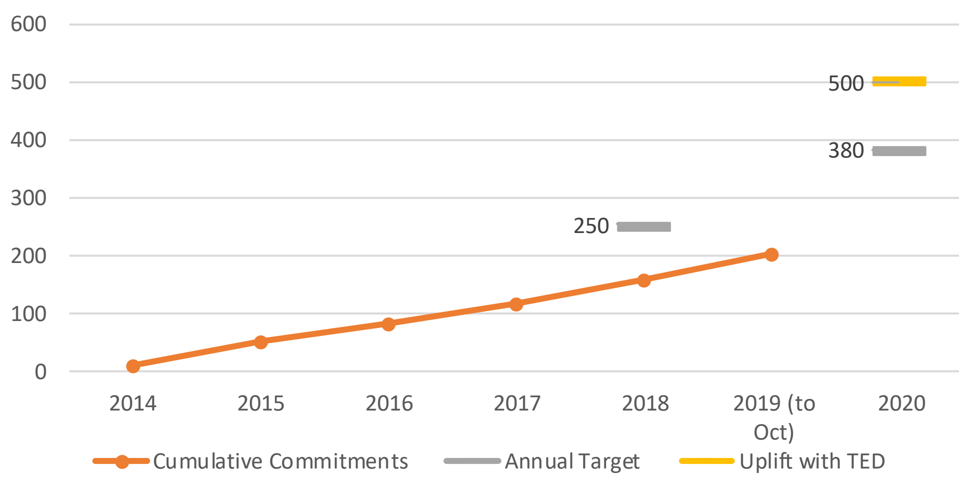
Achievement of annual targets, where specified in KPIs, has varied across initiatives and years, but there has been steady growth. RE100 has seen the highest number of commitments and strongest growth followed by EV100 and EP100. EP100 was challenged in early years to define itself and get market traction but has seen an uptick in commitments.

Everett Roger's Diffusion of Innovation Model

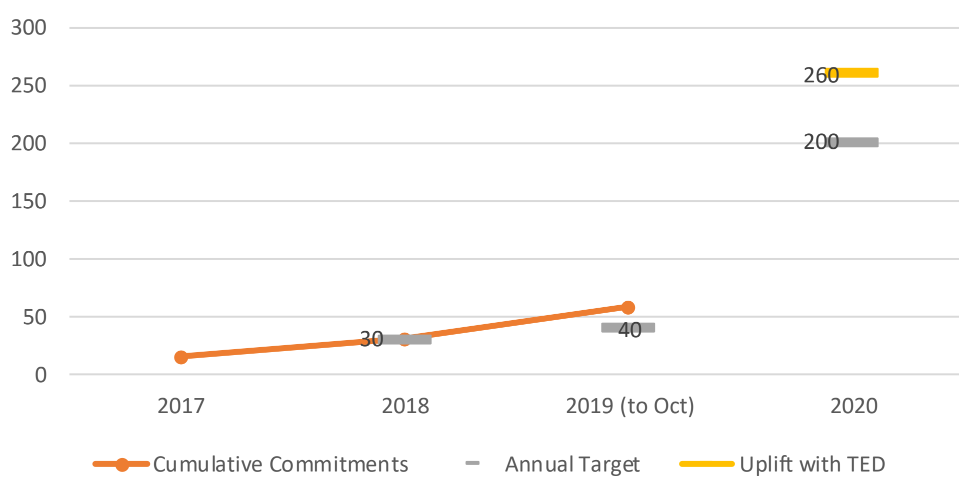


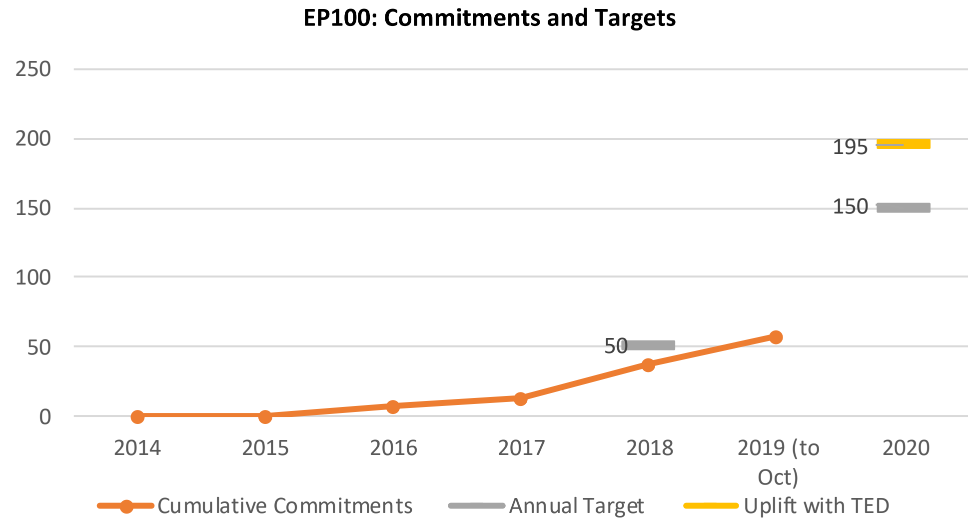
Linear progress of 100s initiatives suggest they are still in the "innovators" phase of diffusion

RE100: Commitments and Targets



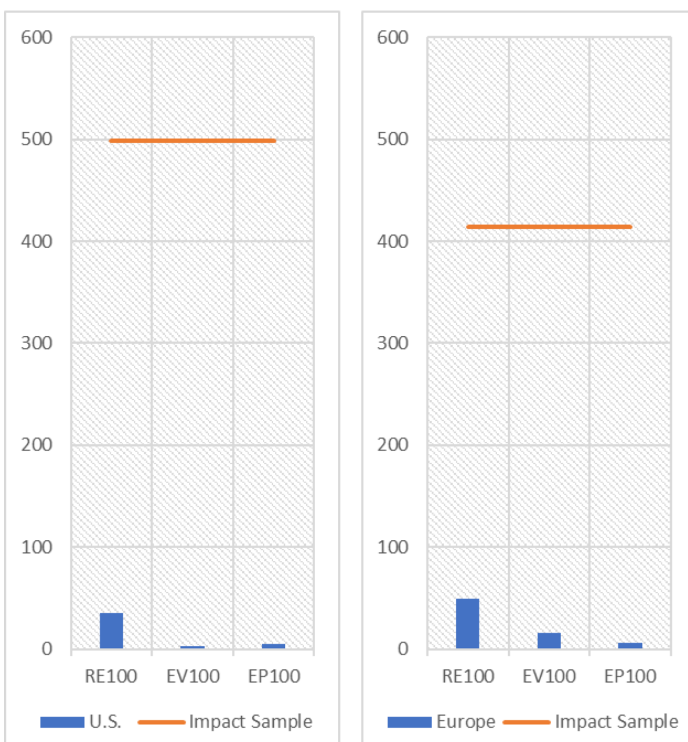
EV100: Commitments and Targets



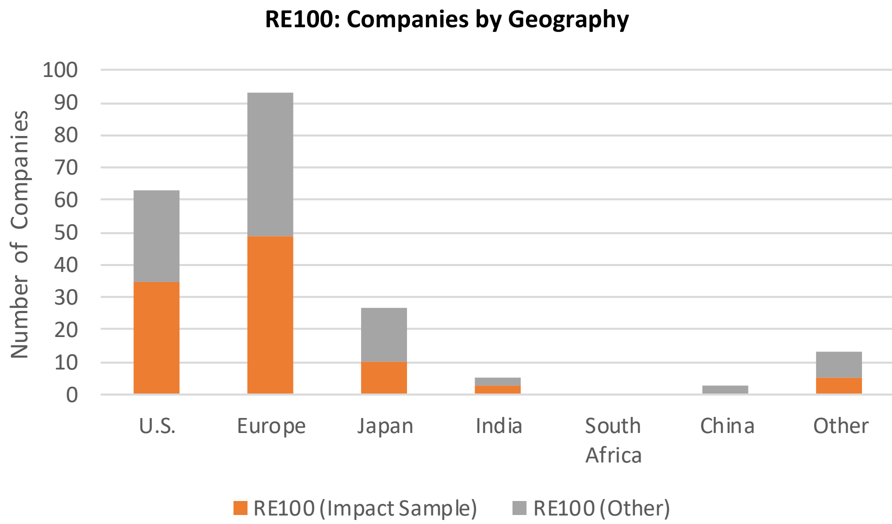


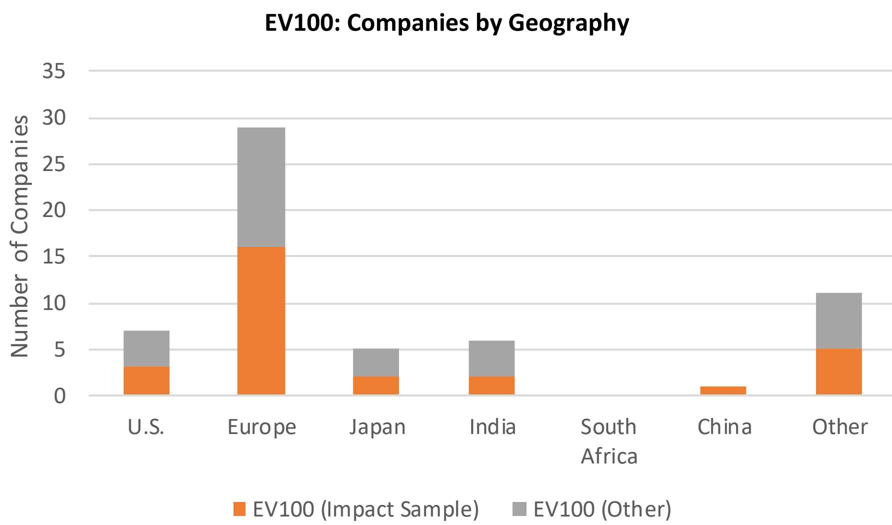
Among the core geographies, the vast majority of large companies in the US and EU have not yet made 100s commitments, and progress has been limited in Japan, India, and South Africa. There are still many large companies to reach in the US and EU. Although there is no explicit benchmark of the total number of target companies for RE100, EV100, and EP100 in the US and EU, progress can be compared to the number of large companies in the "impact sample" maintained by CDP, which is approximately 500 in the US and just over 400 in the EU. In the US, more than 90% of the largest companies in the US and EU have not yet made 100s commitments. The percentage is slightly better in the EU due to more commitments to RE100 and EV100 and a lower total number of impact sample companies. (It should be noted that these numbers do not represent "committed non-members" that may be committed to equivalent or related targets.)

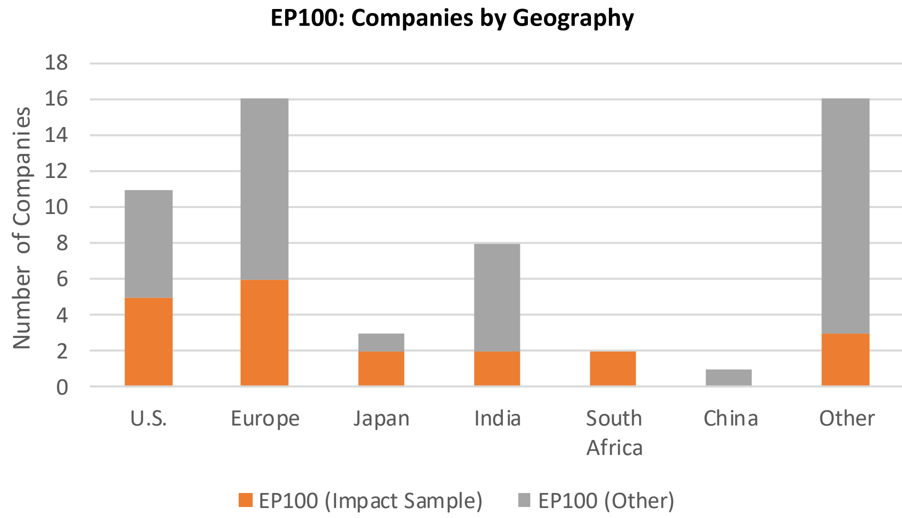
Number of RE100, EV100, EP100 Commitments in the US and the EU among Impact Sample Companies Compared to an Impact Sample Benchmark



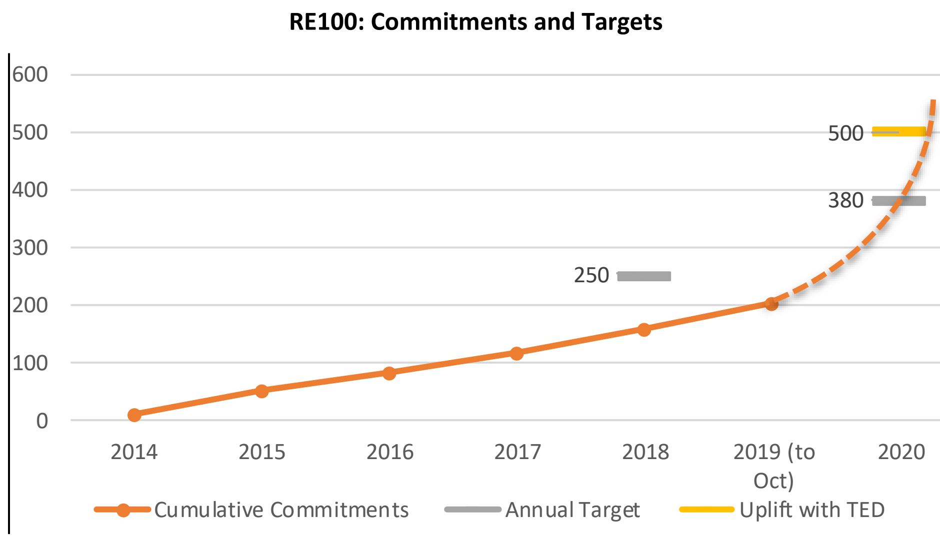
There is also more to do in India, Japan, and South Africa. The tables below illustrate the levels of recruitment across 100s initiatives in the core WMB coalition geographies. RE100 has few recruits in India and none in South Africa. EV100 has seen few recruits in Japan or India, and it is not a focus in South Africa. EP100 is a focus in South Africa but has recruited few companies there or in Japan, while progress has been stronger in India.







Future targets for the 100s initiatives suggest a "tipping point" is anticipated. While growth of the 100s initiatives has been linear to date, targets for future years suggest the expectation that they are on the cusp of exponential growth, illustrated by the dotted line in the figure below. In established geographies, the bend toward exponential growth reflects planned shifts in focus from ambition (active recruitment of innovators/early adopters) to action (market development) and advocacy (enabling policies). Efforts to leverage market accelerators, like investors (e.g., via the WMB coalition's investments with ShareAction), are also aimed to drive this exponential growth.



Implied exponential growth path for RE100 (similar pattern is seen for EV100 and EP100)

"Exploratory" initiatives have helped define ambition, but their path for growth is unclear. These include:

- **Net Zero by 2050,** where there have only been a limited number of commitments, even among B Team companies that lead the initiative. However, net-zero ambition has now been mainstreamed throughout WMB coalition initiatives.
- **CSA 100**, where only seven partners have committed as of October 2019 (some others showed interest at the time). CSA 100 has targets to grow commitments by 25 companies per year over the next several years, but it is unclear if this will become a "growth" initiative or has served its purpose to frame land and natural climate

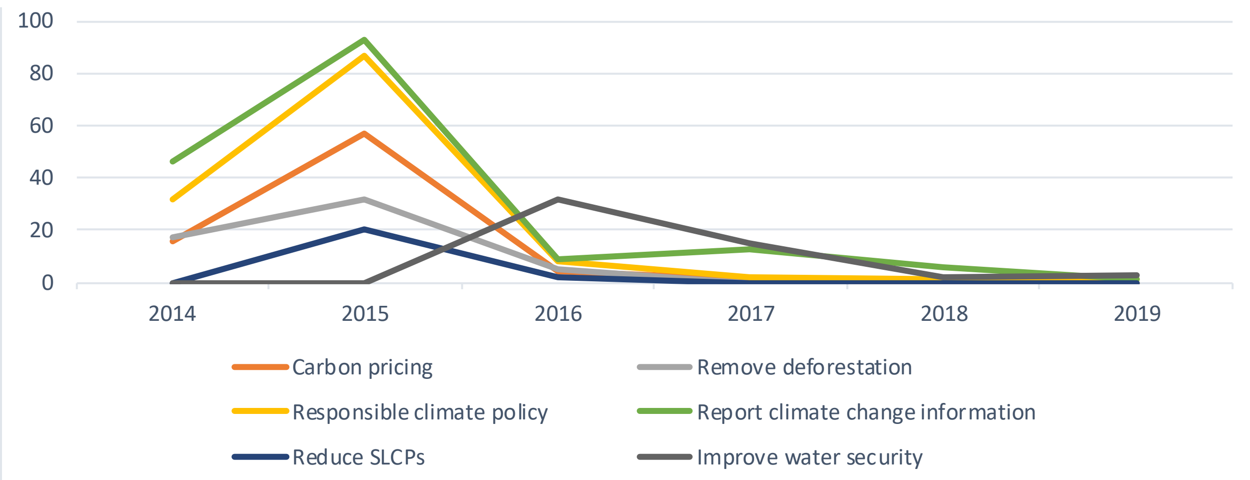
solutions strategies. Rather than being funded by IKEA Foundation in Year 3, CSA 100 was targeted for other fundraising.

- Just Transition work has spurred a pledge for a **Just Transition to Decent Jobs** for suppliers of renewable energy and Renewable energy consumers. Seven partners were recruited and announced at the Global Climate Action Summit in San Francisco in 2018, but it is not clear if this was a one-time effort or whether the WMB coalition will continue to invest in the pledge over time.

Unless there are clear plans to recruit additional companies and grow these initiatives—with a strategy of moving from linear to exponential growth over time—the commitment component of these efforts are opportunities to "declare victory and move on" (recognizing that there are other ways to diffuse broader concepts like net-zero and just transition).

Archive the "legacy" initiatives unless the WMB coalition intends to actively recruit for or grow them. There are still six initiatives on the platform and described on the website that began in 2014 and peaked in 2015. They have not been actively pursued in the coalition's current phase of work. They add confusion to an external understanding of the coalition's work and focus and contribute to what external observers describe as a crowded field of initiatives and "commitment fatigue."

WMB Coalition "Legacy" Initiatives



Action Initiatives

Action initiatives are those that focus on turning companies' climate commitments into climate action. These include initiatives to develop solutions for companies, like LCTPi, and market development initiatives that directly support action and mechanisms for new markets such as REscale. The category also includes initiatives that develop guidance on how to achieve targets, like SBT Sectoral guidance. Finally, it includes concept development initiatives that help to define what companies can do to implement high-level concepts like Just Transition, Climate Competent Boards, and Natural Climate Solutions. The evaluation team created initiative profiles of the action initiatives LCTPi, REscale (which is a component of LCTPi but assessed separately for this project), Just Transition, and Climate Competent Boards.

Resources developed with companies leverage the WMB coalition's comparative advantage to define <u>what</u> concepts mean for business and develop scalable solutions that show companies <u>how</u> to achieve climate goals. Some WMB coalition action initiatives define how businesses can operationalize concepts, for example:

- *Just Transition: A Business Guide* developed by the B Team addressed a recognized difficulty of translating just transition theory into practice for businesses and identifying tangible actions to take (e.g., worker input into carbon reduction strategies).

- The Climate Competent Boards primer *Getting Climate Smart*, developed by the B Team and Ceres, created a guide for corporate directors on climate opportunities.

In addition to helping companies operationalize concepts, action initiatives work with groups of companies to develop specific solutions that can then be scaled. This is the key focus of the LCTPi (now SOS1.5) initiative led by WBCD. For example, work on Climate Smart Agriculture and Natural Climate Solutions through the partnership between BSR and WBCSD and the LCTPi initiative has brought together leading companies and organizations in these sectors to define concepts, platforms, and guidance for work on strategies for using natural systems to achieve climate goals. Similarly, WBCSD's SBT4 Utilities and Buildings Sectoral Guidance describes sector-specific pathways for decarbonization. These solutions help companies achieve the targets they've set, and they also make it easier for companies to commit to targets because they know that solutions exist. The recent evolution of LCTPi into SOS1.5, which is focused on net-zero solutions to meet 1.5-degree ambition, illustrates the ongoing need to work with companies to develop new scalable solutions—and the ability of the WMB coalition to evolve to meet this need.

The development of concepts and solutions through action initiatives leverages the strong relationships that coalition partners like The B Team, BSR, and WBCSD have with leading companies to engage them directly on what it will take to implement carbon reduction measures. The path to scale for some of these solutions, such as Just Transition and Climate Competent Boards is not clear, but the decision in 2019 to integrate Just Transition across the WMB coalition strategic house rather than as a stand-alone initiative is a good example of internal diffusion of concepts that can then become part of other initiatives.

The WMB coalition has a track record of helping incubate successful market development initiatives. For example, REscale (launched out of the broader LCTPi initiative) works with companies and solutions providers to increase the deployment of renewable energy, particularly through Power Purchase Agreements (PPAs), aiming for 1.5 Terawatts of installed renewable energy capacity by 2025. In Year 3 mid-year reporting, REscale reported it had reached over 235 companies and 1,100 people to help companies understand how to turn their renewable energy commitments (e.g., RE100) into deployed renewable capacity through activities like workshops, webinars, and matchmaking meetings. Its materials have been downloaded over 30,000 times across 90 countries. REscale has led to increased recognition of PPAs in the EU and North America and helped catalyze new markets for PPAs in countries like India, Argentina, and Brazil. REscale reporting notes that 22% of the renewable PPA capacity worldwide in 2018 was covered by REscale companies and that the gigawatts of renewables covered by PPAs grew 14% from 2018 to 2019. Now that corporate understanding of PPAs has grown in places like North America and the EU, REscale has moved with the market to focus on countries where renewable deployment is still slow**.**

Direct one-on-one assistance for companies is not the WMB coalition's comparative advantage—and puts increasing capacity demands on partners as initiatives scale—but presents good partnership opportunities. While the WMB coalition has been effective in developing and incubating scalable solutions, it does not have the capacity to work one-on-one with companies to implement solutions. Increasingly, the consulting sector assists companies with target-setting and action planning and has the specific engineering capacity needed, especially for high-emitting industrial sectors. Global initiatives focused on action (e.g. World Economic Forum Mission Possible, Energy Transitions Commission) provide partnership opportunities for the WMB coalition.

Reporting for the 100s initiatives suggested that directly supporting action among committed companies puts increasing resource demands on WMB coalition partners and can draw capacity away from their comparative advantage in recruitment. Work on action involves more one-on-one engagement with companies over longer periods of time, and resource demands grow linearly with the number of company partners. For example, The Climate Group in its Year 3 mid-term reporting for RE100 highlighted the challenge of "maintaining productive engagement with existing members" and the amount of capacity needed to do so through solutions like an advisory committee, engagement manager, and partner workshops.

The WMB coalition has a strong comparative advantage in tracking and analysis of corporate actions and progress toward emissions reduction targets. Demonstrating successful action is critical to validate the coalition's theory of change and achieve north stars. CDP has a strong comparative advantage in the field for action tracking and analysis, complemented by other partners' relationships with companies to design, test, and refine approaches for reporting.

However, to date, there has been little systematic evidence of actions taken or emissions reductions in WMB coalition key performance indicators (KPIs) or reporting. Timing is an important consideration: there is a time lag between setting a target and making the investments, operational changes, supply chain adjustments and other transitions that lead to a companies' reduced carbon footprint. Personnel at CDP estimate that it takes two to four years after a company makes a commitment to develop an SBT before one can expect to see the company take action. After making a commitment, companies have two years to set a target. Once they have a target, there may be some actions they can take quickly, such as procuring renewable energy if they are in a geography where it is available and the mechanisms are in place to do so. Changes that require new capital investment may take longer, such as replacing a boiler at the end of its useful life. Reflecting these realities, the 2020 SBTi evaluation concluded that it is still too early to assess the effectiveness of SBTi in terms of emission reductions.

Timing considerations aside, CDP is well positioned to track action and emissions reductions in the future. 80% of companies with SBTs are already reporting through CDP. CDP reporting is aligned with the framework from the Task Force on Climate-Related Financial Disclosure (TCFD), which several outside observers said was an important driver for companies to publicly report climate-related information for investors. CDP is also a core partner of the Assessing Low-Carbon Transition initiative (ACT; actinitiative.org) to assess the readiness of organizations to make the transitions needed to achieve ambitious climate targets. The most recent report on SBTi progress anticipates work to provide "a robust framework to track companies' progress against their targets" as a next step.[3] The 2020 SBTi evaluation recommends that SBTi "put in place mechanisms to assess progress and impact of companies," underscoring that establishing an approach for disclosure and reporting is critical for embedding SBTs in the market.

While several interviewees for this project emphasized the importance of developing mechanisms and protocols for reporting progress, they did not think that SBTi or WMB coalition partners should use their resources and capacity to work one-on-one with companies to encourage and validate reporting. Rather, they suggested that companies should be incentivized to self-report by market forces, primarily expectations from investors and capital markets. This is the value, for example, of the current alignment between CDP reporting and TCFD. The 2020 SBTi evaluation also noted the role that ESG rating agencies can play as well as investor initiatives like Climate Action 100+.

Advocacy Initiatives

The WMB coalition's theory of change is that catalyzing business ambition and action will lead to business voices advocating for policy change globally and in their respective geographies. The primary WMB coalition initiatives for policy ambition are International Policy (led by BSR in past years and now WBCSD), EU Policy (led by CLG), and US Policy (led by Ceres).[4] These are all focused on collecting and channeling business voices for policy change. The evaluation team created initiative profiles of these three initiatives. On the whole, policy remains critically important for transformative change—and is getting more challenging.

[3] SBTi, *Raising the Bar: Exploring the Science Based Targets initiative's progress in driving ambitious climate action* (2019): https://sciencebasedtargets.org/wp-content/uploads/2019/12/SBTi-Progress-Report-2019-FINAL-v1.2.pdf

[4] Other initiatives have components of policy advocacy as well. For example, The Climate Group engages in policy advocacy related to the 100s initiatives and The B Team recently worked with CLG on to achieve a commitment to net-zero in the UK.

Enabling policies are critical for market transformation—in the near-term to unlock barriers and in the long-term to drive progress to WMB coalition north stars. Interviews indicated that in key geographies there is a need to overcome policy barriers to unlock markets, for example:

- In **India**, policy and regulatory barriers have prevented RE100 commitments from Indian companies. Companies that make commitments typically have an international presence or international supply chains. The disconnect between the national and sub-national levels in terms of policy continuity also creates uncertainty for companies.
- In **South Africa**, ongoing economic and political turmoil has led to uncertainty for companies and a lack of political will to advance enabling policies.
- In the **US**, there is no enabling political environment at the national level; partners have shifted their efforts to the city and state levels.

Policy barriers are still significant for the 100s Initiatives. Interviews indicated that for EP100 and CSA 100, the lack of an enabling policy environment was a key barrier for companies. For CSA 100, the lack of an enabling investment environment also serves as an additional barrier. For EV100, solutions to barriers in the current EV market—higher cost, low availability, limited options, and lack of charging infrastructure—are largely policy dependent.

The WMB coalition has a comparative advantage—and history of unique contribution—in bringing together a catalytic business voice at critical moments. A very recent example of the WMB coalition coordinating statements of business commitment is the statement of over 330 major businesses calling on Congress in the US to "build back better" from COVID-19.[5] These types of statements of business support provide momentum (and cover) for policymakers to support climate policies. There are many additional examples of the WMB coalition acting as a catalyst at key moments in international, EU, and US policy, including:

"The most impactful intervention at the critical decision-making moment in May 2019 was the letter signed by over 100 UK CEOs… this letter had the biggest impact on Theresa May." — UK Coordinator of Civil Society Campaign to get Theresa May to Commit UK to Net-Zero 2050

- **International Policy**: The WMB coalition developed strong coalition letters to the G7 and G20 Sherpas and Heads of State in G7 and G20 venues.
- **EU Policy**: WMB coalition partners collaborated on a letter signed by more than 120 leading UK businesses, investors, and business networks calling on the UK government to act immediately to put in legislation the recommendation for a UK 2050 net zero greenhouse gas emissions target.
- **US Policy**: Ceres organized the Lead on Climate 2020 event (May 2020), which was the largest ever call-to-action from the business community to the US Congress to address climate change. Ceres also coordinated the recent "build back better" response.

The shifting policy environment and needs for specific sector and geographic policies increases demand for the WMB coalition to be active in more venues—and on more topics. At the International Policy level, non-UNFCCC venues are increasing in importance. Post-Paris, COPs are no longer the only relevant international venue. At the EU Policy level, member states are putting forth legislation and NDCs, alongside those of EU, on overall ambition and sector strategies. In the US, the policy environment is complicated by the need to work across a large number of politically diverse cities and states. In addition to the proliferation of venues, there is also a need to pay increasing attention to countering opposition such as powerful trade associations.

"While the mainstreaming of policies is a very positive development, influencing climate legislation now means extending action to several policy areas." — CLG, Year 3 Mid-Year Report

Outside observers indicate the WMB coalition has mainstreamed strong high-level messages and been visible in high-profile, international forums. It has been weaker at more specific and direct policy advocacy but this work can be

[5] See: https://www.wemeanbusinesscoalition.org/press-release/lead-on-climate/

strengthened through partnerships. The WMB coalition has been effective at clarifying and elevating the positive business voice on climate and has been a visible presence in the multilateral process**.** The coalition is viewed as vital to the business presence at COPs, and the WMB Secretariat provides a clear point of contact. However, the coalition has been less visible and effective in US national and EU regional policy, weak on defense (e.g., rollback on auto emission standards in the US), and less engaged in subnational advocacy. The WMB coalition has also had limited success in direct policy advocacy in India and South Africa, in part due to the limited presence and influence of the coalition in those geographies. In addition, there are policy barriers specific to the local context. In India, there is a disconnect between national and sub-national policies—states aren't always aligned with the national government—thus requiring policy engagement across numerous national and state fora. In South Africa, political and economic uncertainty have hindered policy progress.

Several outside observers indicated that they were unaware that the WMB coalition works on policy. Observers also recognized that it can be difficult for WMB coalition partners with business membership (e.g., WBCSD, BSR, and The B Team) to align these business partners on specific policy goals and advocacy positions.

While policy-oriented partners like Ceres, CLG, and WBCSD provide strategic leadership on policy within the WMB coalition (complemented by policy expertise within the Secretariat), strategic partnerships with organizations outside the WMB coalition can help build capacity for overcoming policy barriers in priority geographies and issue areas. This includes aligning efforts with strategic re-grantors like Energy Foundation in the US and the European Climate Foundation in the EU. It also includes partnering with advocacy organizations that have specific topical or geographic expertise. While Ceres is very integrated into the advocacy landscape in the US, and CLG in the EU, the WMB coalition should partner with organizations elsewhere that deeply understand the policy landscape in those countries. The current partnership with NBI in South Africa is a model for how the WMB coalition can partner with organizations that have specific in-country expertise.

Recommendations

1. "Finish what we started" with 100s initiatives. The WMB coalition should increase focus on action and advocacy where they already have significant commitments and leverage current commitments and initiatives for more ambition and with faster timelines. The coalition should continue recruiting in core geographies but enter other geographies carefully. The "tipping point" of 100s initiatives should be viewed not as a point of runaway market transformation, but rather as a transition from a coalition focus on corporate engagement to policy advocacy for systematically embedding change through regulation, policies, etc.

2. Apply a high bar to decisions to move into new geographies and sectors. If the WMB coalition is going to finish what it started, it can't be spread thin across many new areas of work. The coalition should apply a rigorous strategic lens to new opportunities. Early project discussions and a review of strategy documents suggested a core set of considerations WMB coalition decision-makers bring to decisions and can apply to potential future programmatic opportunities:

- Would success at scale meaningfully contribute to globally-significant emissions reductions?
- Would this work leverage the coalition's core strength of using large multinational companies to influence transformative change in markets and policy?
- Is there a receptive policy environment?
- Would the relevant field benefit from the coalition's ability to bring strategic alignment to fragmentated space—and not be duplicative?
- Is there a clear path to transformative change at scale?
- Can we attract and commit resources in amounts needed for meaningful impact?

3. Decide what to do with 'exploratory' and 'legacy' ambition initiatives. As indicated in findings above, the WMB coalition has a number of exploratory initiatives (e.g., Net Zero by 2050, CSA 100, pledge for a Just Transition to Decent Jobs) whose path for scaling or growth is unclear, and nine legacy initiatives that have been inactive for several years. These initiatives should be reviewed by the coalition and a decision made to either reinvigorate, spin-off, or sunset them.

4. Limit proliferation of new ambition initiatives. The proliferation of initiatives contributes to market confusion. The WMB coalition should leverage what it has learned about the types of initiatives that can be successfully scaled and avoid stretching partner and resource capacity by adding new commitments without clear strategic intent.

5. For action initiatives, lead on the development of scalable concepts and solutions. The WMB coalition's deep working relationships with leading companies, and focus on long-term highly-ambitious targets, uniquely positions it to develop scalable decarbonization solutions for companies and operationalize concepts (like just transition) that influence how the low carbon economy of the future will develop. This work is highly complementary to the WMB coalition's ambition initiatives because it demonstrates to companies that it is possible to meet ambitious targets. It is also highly complementary to the WMB coalition's policy initiatives because it shows policymakers what solutions to help mainstream through policies and programs.

WMB should "package sector-level commitments and data together to demonstrate transition and encourage more. Go to a sector and say, this is what is happening--if you don't get on top of it, you are a laggard."— WMB Implementation Partner

6. Catalyze and spin off initiatives to develop market mechanisms and assist companies directly—partner rather than lead. Through efforts like REscale, the WMB coalition has been effective in identifying needs and solutions for market development and then working with partners to advance market solutions. However, as these efforts progress, they require more individual attention to companies than coalition partners have capacity to provide. The WMB coalition should encourage development of new markets and services, but then partner or spin-off initiatives to others that can provide one-on-one assistance to companies and scale these efforts.

7. Leverage the WMB coalition's unique capacity to lead the market in approaches for tracking actions and emissions reductions. Demonstrating that companies are implementing actions and reducing emissions is critical to validating the idea that corporate action plays an important role in meeting global climate goals. The time lags between setting targets, taking action, and starting to see emissions reductions have been barriers to demonstrating impact in the past, but this will be less of a barrier in the coming years. The WMB coalition should leverage CDP's market leadership in tracking and reporting and its alignment with initiatives that leverage the strong influence of investors to encourage reporting.

8. Use policy needs and opportunities to drive overall WMB coalition strategy. The WMB coalition should identify critical policy wins in specific geographies and focus corporate engagement on creating a sufficiently strong business voice to advocate for them. The coalition should focus in geographies where business advocacy can be most effective and in countries where policy change in the next few years can set the bar for others.

9. For advocacy initiatives, play offense *and* defense. The coalition's work to advance corporate climate action needs to be coupled with efforts to counter negative trade associations and hold companies accountable to the positions taken by these entities. Interviewees and WMB coalition partners noted that trade associations around the globe are powerful entities that often take public positions on climate change and other related issues that are at odds with the positions of their individual member companies. The coalition should look for opportunities to go on the offensive to call out these conflicting positions and push climate-conscious member companies of trade associations to work from within for more coherent, climate-smart positions.

10. Invest in expanded policy advocacy capacity and presence to be in more venues on more topics. As connections are increasingly drawn between climate change and a host of other issues (e.g. public health, national security, and economic development) and climate change discussions move beyond the UNFCCC, venues for engaging companies have proliferated. To adequately leverage opportunities that all these venues present for corporate climate action, the WMB coalition should increase capacity and collaborative partnerships with advocacy organizations that are strong in specific geographies and have subject matter expertise that can help the coalition advance its overall strategy agenda.

5. Collaboration and Governance

The evaluation of WMB Collaboration and Governance sought to address the following evaluation questions:

- How has the setup as a coalition provided strategic alignment and organizational collaboration among the partners? Has this setup increased the effectiveness and impact of the cooperate climate actions?
- To what extent is the current constellation of coalition members sufficient for the WMB coalition to be effective in future recommended areas and geographies? How might it evolve in terms of geographic presence and/or partnerships?
- How does the WMB coalition model compare to other private sector coalitions?

The findings and recommendations in this section were primarily informed by interviews with coalition partners, the Secretariat, and others involved in WMB coalition governance, as well as background documents on the origins and evolution of governance structures. External observers provided additional insights about how collaboration is perceived from “outside” the coalition. Representatives from peer initiatives described how they have structured governance and managed collaboration among members.

This section begins with findings about the type of collaboration that the WMB coalition partnership has enabled. It then goes into the specifics of the WMB coalition governance structure and relevant insights from peer initiatives. Recommendations about collaboration and governance are at the end of the section.

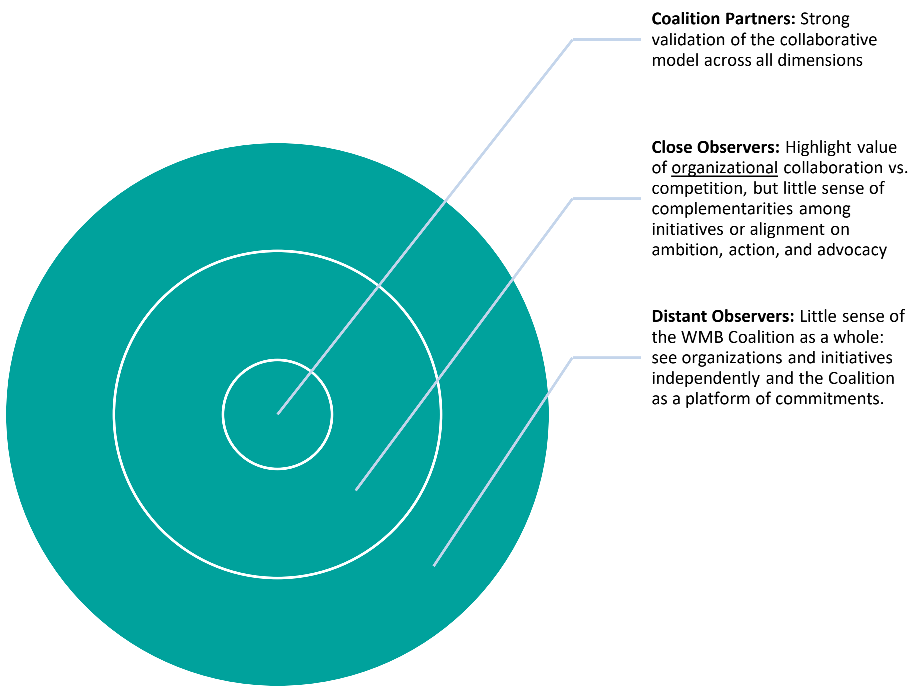
Collaboration

The WMB coalition has enabled three types of collaboration that are distinct but highly complementary:

1) Collaboration among partner organizations, particularly but not exclusively the coalition partners
2) Collaboration between initiatives, which provides the opportunity to offer businesses a range of options but also to align work across multiple initiatives to leverage connections within systems, sectors, and geographies
3) Collaboration across ambition, action, and advocacy, which enables the WMB coalition “virtual cycle” where increased business ambition drives more ambitious policy and vice versa.

An overall finding is that all these elements of collaboration are well-understood and emphasized within the WMB coalition but poorly understood outside of it. While some close observers are aware of the coalition’s value of creating cooperation among otherwise competing NGOs (i.e., organizational collaboration), no interviewees outside of the coalition partners, Secretariat, and IKEA Foundation had an understanding of all of the WMB coalition initiatives or that the coalition works on ambition, action, and advocacy. This lack of understanding of the full scope of WMB coalition work limited outside observer’s insights about the value of bringing all of these initiatives and functions within one coalition. Poor external understanding of the breadth of the coalition’s work may limit opportunities for partnerships, the impact of its brand, and fundraising.

Differences in Internal and External Understanding of WMB coalition Collaboration



Within the coalition, there is a strong sense of a whole greater than the sum of the parts, but there is little external understanding of the value of this collaboration—or even of all the parts

WMB coalition partners continue to strongly validate the increased efficiency and impact of turning competitors into partners through organizational collaboration. A core element of the WMB coalition's "origin story" is bringing together NGOs to work together rather than competing for attention and funding. This organizational collaboration has deepened over time as organizations have learned to work together and relationships have strengthened among leaders and staff. Many interviewees emphasized that creating strong working relationships was more difficult than expected and hard won. Key benefits of organizational collaboration include:

- Conversion of noise and fragmentation in the field into aligned corporate engagement, a single platform of commitments, and consistent messaging
- Strong working relationships and trust among coalition partners, which has "softened sharp elbows" of organizations that would otherwise be competing for resources and attention
- coalition partner commitment to common goals and continuing alignment as goals have shifted to increase ambition to 1.5 degrees and accelerated timelines
- Clarity and alignment on shared long-term strategy to achieve north star goals
- Forums and processes for coordinating day-to-day implementation, such as Transformation Teams
- Reputational benefit from being associated with the WMB coalition, including trust from businesses and credibility with funders

Collaboration has allowed WMB coalition partners to focus on what they do best. Collaboration across ambition, action, and advocacy is deeply embedded in the WMB coalition's theory of change. But not all partners are equally good at recruiting companies, helping them with actions, and engaging them in policy advocacy. Being part of the WMB coalition has allowed partners to emphasize their own comparative advantage. For example, it has allowed The Climate Group and CDP to focus on recruitment while WBCSD, BSR, and The B Team work with businesses on solutions. Ceres and CLG can focus primarily on policy. The Secretariat can fill gaps in partner capacity for strategic communications. As one coalition partner leader said, “We've become a much more efficient and effective machine” through the differentiation of roles.

Within the WMB coalition, multiple initiatives are seen as deeply connected ingredients of broader strategies across systems, sectors, and geographies. In contrast, external observers see initiatives as menu of individual options for companies rather than an integrated whole. WMB coalition strategy emphasizes how clusters of different types of commitments in systems and geographies can transform markets and create business coalitions for policy change. This type of integrated strategy is evident in geographic strategies—for example SBTi, RE100, EV100, and RE mobility in India and SBTi, RE100, EP100 (as well as elements of Net Zero by 2050 and Just Transition) in South Africa. It is also evident in systems strategies as illustrated below.

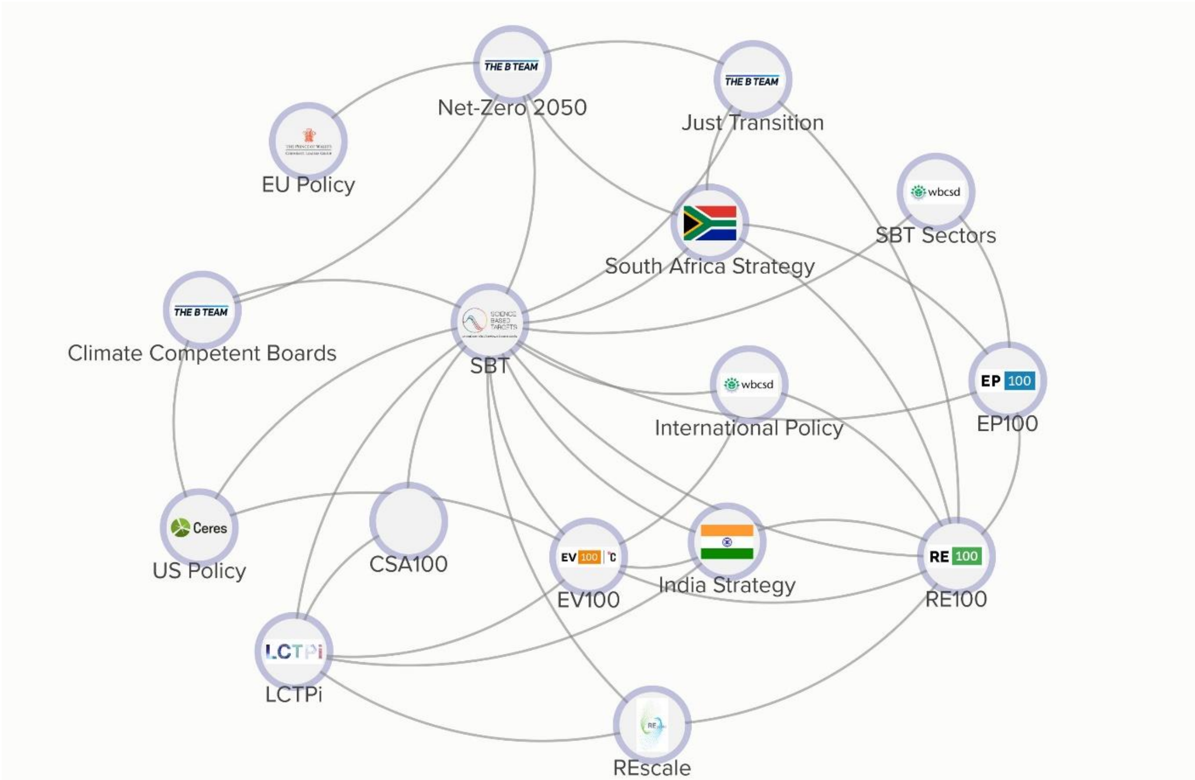
Table 2: Relationships Among WMB Coalition Initiatives: Power System Example

Ambition	• **SBTi:** 29 power generation companies have science-based targets (committed or approved) • **RE100**: 204 companies committed to procuring 100% renewable energy • **Just Transition:** Five power generation companies and renewable energy purchasers have committed to the *Pledge for a Just Transition to Decent Job*s
Action	• **REscale:** Promotes corporate power purchase agreements around the world as a means of procuring renewable energy • **LCTPi:** *New Energy Solutions* develops business cases on innovative decarbonized energy solutions • **SBT4 Utilities**: Provides sector-specific guidance for power generation companies to achieve science-based targets by providing zero or low-carbon electricity
Advocacy	• **EU Policy:** Corporate renewable sourcing unlocked in EU through Renewable Energy Directive, which set rules for the EU to achieve 20% RE goal by 2020 • **RE100:** South Korean and Taiwanese authorities named RE100 as driver for higher ambition on renewables

Extensive and varied collaboration among partners and across initiatives was evident in documents used to develop the initiative profiles. In regular grant reporting, coalition partners describe collaborative activities for each grant. Specific case studies of collaboration are also highlighted in mid-year and end of year reports developed by the Secretariat. Drawing on these sources, the initiative profiles identified at least 37 connections among 16 initiatives within projects or within system strategies (see graphic on next page). Examples of collaboration highlighted in partner grant reports include:

- CERES, WBCSD, and SBTi helped The Climate Group disseminate RE100 messages and be advocates for the commitments in their own networks (RE100, Year 2 Grant Report).
- The B Team partnered with CLG to identify strategic moments and messages for advancing Net Zero 2050 in the EU and co-hosted business convenings at the Global Climate Action Summit (2018) and COP (Net Zero 2050 Year 3 Mid-year Grant Report).
- WBCSD and BSR collaborated to launch CSA 100 in a way that leveraged BSR’s subject matter expertise and analytics with WBCSD’s convening abilities (CSA Year 2 Final Grant Report).
- The Climate Group partnered with Ceres and WBCSD on EV100 recruitment in the US and India (EV100 Year 3 Mid-year Grant Report).

Project-level and System-level Relationships among WMB Coalition Initiatives



This level of integration is largely invisible to observers outside of the coalition. Instead, outside observers tend to see the collection of WMB initiatives as one or more of the following:

- A menu of initiatives on a single platform from which to choose. For example, a company with large delivery fleets might choose EV100 while a software company would choose RE100 for its data centers.
- "Stepping-stones," offering companies the opportunity to step through sequential commitments with increasing levels of ambition. For example, a manufacturer might start with RE100 in a place where it is relatively easy to source renewable energy and then move on to an SBT and a focus on decarbonizing the company's supply chain.
- "Building blocks" where a company adds commitments together to increase overall ambition. For example, a chemical company might commit to an SBT and 100% EVs in its delivery fleets to emphasize clean transportation even though it may not be required to achieve the SBT target.

Hosting a platform of individual initiatives for companies to pick in ones or twos does not necessarily require a deep level of collaboration among these initiatives. Developing and implementing strategies that leverage connections among initiatives puts much higher demands on coalition partners and the Secretariat for alignment of strategy and implementation.

The alignment of strategy and implementation between SBTi and the WMB coalition is critical, but the two initiatives are not well coordinated. SBTs are a core component of the WMB coalition's overall strategy. They are the primary mechanism for companies to commit to and act on ambitious targets in key systems (e.g., heavy industry, buildings supply chains) and geographies (e.g., South Africa and potentially China). In many cases, SBTs provide the opportunity to engage the supply-side in economic sectors to match the focus of other demand-side initiatives (e.g., auto manufacturer SBTs on the supply-side and EV100 on the demand-side). SBTs are also the primary mechanism by which the coalition plans to achieve strategic priorities, including increasing ambition to 1.5 degrees and ultimately net zero, driving emissions reductions deep into supply chains, and embedding Just Transition in climate action. SBTs are the most visible coalition initiative—and the one that several outside observers most readily associated with the coalition (followed by RE100). The strong association of

SBTs with the coalition mean there is shared success but also shared risk: the sustained success and integrity of SBTs over time will reflect positively on the WMB coalition brand and missteps will reflect negatively.

At the same time, several projects funded directly through the WMB coalition enhance the work of SBTi, including recruitment initiatives like Commit to Action and Moving US Companies. The coalition also includes WBCSD's work on sector guidance (e.g., SBT4 Utilities, SBT4Buildings). SBTi contacts relate that the partnership with the coalition has accelerated the growth of SBTi.

SBTi and the WMB coalition are stronger together and their strategies and implementation should be strongly aligned. Yet, they have separate governance, and the two efforts appear quite uncoordinated. One WMB coalition leader likened SBTi governance to a "black box," described not knowing who to talk to if a coordination need arose, and said it took several months for responses to questions. A representative from one of the SBTi partners (not CDP) described the challenges of being excluded from discussions among WMB coalition partners. This contact said SBTi doesn't see WMB as a strategic partner but rather as a complementary platform that drives companies to specific initiatives like SBTi and RE100. Weaknesses in collaboration among SBTi partners and lack of SBTi strategy development contribute to the challenge of greater collaboration with the WMB coalition. One SBTi partner described a stove piped structure within SBTi and lack of internal communication. The 2020 SBTi evaluation described a lack of strategic planning at SBTi.

Although SBTi was not the focus of this project, some signals of the lack of coordination between SBTi and the WMB coalition came up in interviews. One contact noted that the WMB coalition's rollout of the 1.5 campaign was not fully vetted with SBTi and caused confusion because supply chain commitments were more stringent than those in SBTi (e.g., asking for 1.5-degree ambition across all three scopes, which SBTi doesn't require). SBTi has not seemed to embrace the sector guidance developed by WBCSD, and many companies with SBTs are not using sector-based pathways.

The overall sense of the evaluation team is that SBTi and WMB proceed in parallel, generally seeking complementary goals, but doing little to coordinate strategy or implementation. Similarly, the 2020 SBTi evaluation noted the strong synergies between WMB and SBTi but also a "disconnect" between the two efforts. For example, SBTi does not play a role in guiding the recruitment strategy for the WMB coalition's Commit to Action initiative, which aims to increase corporate adoption of science-based targets and other WMB coalition commitments. The 2020 SBTi evaluation recommended that SBTi "strengthen coordination with WMB and re-evaluate respective roles and functions." Suggested improvements included aligning SBTi recruitment strategies with WMB strategy and leveraging strategies within systems and geographies, for example between recruitment for RE100 and science-based targets for utilities.

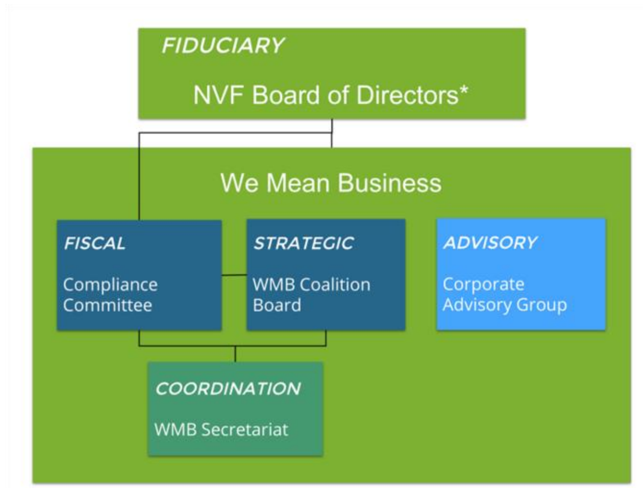
Transformation Teams are promising but are still being refined. Transformation Teams have been established for the power, buildings, and transportation sector but not yet for heavy industry or natural climate solutions. Interviewees regarded Transformation Teams as a positive development that leverages partners' relative strengths and integrates work on ambition, action, and advocacy within systems strategies. The teams have improved operational alignment among communications, corporate engagement, and policy and increased a collective sense of what the coalition is achieving together. At the same time, partners noted that participating in Transformation Teams has increased time demands on their staff working across systems. This is particularly difficult for smaller organizations like CLG and NBI. Some interviewees noted that people and organizations on specific Transformation Teams are not yet playing optimal roles, but that this is likely to get sorted out over time.

Governance

The WMB coalition and its governance structure were established as a time-bounded arrangement for Paris, not with the long-term in mind. It was a coalition of organizations that agreed to join, and not all of those invited decided to participate. Some of these organizations brought initiatives that were already underway and were incorporated into the platform (e.g., SBTs, RE100). Over time, the coalition's work has diversified into more sectors and geographies. The number of initiatives has grown. The Secretariat has grown and taken on more responsibility and functions. Co-funding has increased along with pressure to diversify funding. Given the changes since the coalition was created and the challenges ahead, is the partnership and structure for governance still fit for purpose?

Governance Structure

Structure of WMB Coalition Governance



Source: WMB Mission & Governance Presentation, June 2017

In 2014, the WMB coalition was established as a project operated under the fiscal sponsorship of New Venture Fund (NVF). When the board of coalition partners was established, there was a recognition of potential conflicts between decisions about strategy and funding. What is now known as the Compliance Committee was established to provide fiscal oversight and accountability. The two-tiered structure of coalition Board and Compliance Committee is common. A project contact with knowledge of similar organizational structures says that WMB coalition governance is “middle of the pack” in execution.

Under the bylaws, "the WMB coalition Board and Compliance Committee act officially as advisory boards to the Board of Directors of NVF.” The NVF Board of Directors has the legal fiduciary duties of oversight for the WMB coalition. NVF receives funding from foundations and allocates it via grants based on the recommendations of the Compliance Committee. In practice, the NVF board always accepts the recommendations it receives from the Compliance Committee.

Following a governance review in 2017, the structure of WMB coalition governance was left largely intact. What was described as the “We Mean Business Model” fell between a top-down model of strong Secretariat and funder control over partners and a bottom-up model of strong control from coalition partners providing direction to the Secretariat. The pros of the We Mean Business Model were described at the time as providing equal input and effective buy-in from partners while the cons were a lack of clarity around whether partners or the Secretariat are primarily accountable to funders for the impact of the work and reliance on strong working relationships.

Part of the 2017 review involved an independent assessment of WMB coalition governance. The key recommendations from this review are included in the table below, along with a “status” column that reflects the consulting team’s understanding of whether recommendations were implemented. The governance review recommended the creation of an “Impact Board” that would have additional corporate membership (and a Grants Committee sub-group functioning like the current Compliance Committee) as well as additional “non-core” partners to the Coalition Board. These recommendations for expanded partnership were not implemented.

Table 3: Recommendations from 2017 Governance Review

Need	Draft Recommendation	Status
1. Create accountability for impact *Need: Mechanism to own impact and hold the partners accountable*	Strengthen the current Grants Committee to create an "Impact Board" with additional corporate representatives, delegating re-granting to a Grants Committee sub-group. Retain current Board as “Coalition Board.”	"Impact Board" not created. Grants Committee evolved into Current Compliance Committee with similar membership. Coalition Board retained.

Need	Draft Recommendation	Status
2. Improve stakeholder representation *Need: To include a wider set of partners in governance*	Include closest non-core partners ASAP in the Coalition Board. Hold a wider, informal Annual Gathering that includes non-core partners.	Non-core partners not added to Coalition Board. Evaluation team not aware of regular, annual gathering of non-core partners.
3. Reduce complexity *Need: To simplify governance groups and engage the wider network in a simpler way*	Selected Corporate Advisory Board members to join the "Impact Board." Begin to rotate in corporate Co-chairs of the "Coalition Board" from 2018 (to Co-chairs on three-year tenure staggered by 1.5 years). Disband the Corporate Advisory Board and allocated roles to the Impact Board, Co-chairs of Coalition Board and an Informal Annual Gathering of all partners.	"Impact Board" not created. Corporate Co-chairs of Coalition Board have up to two three-year terms. Corporate Advisory Board retained.
4. Retain bottom-up ownership *Need: Governance should continue to gravitate toward a bottom-up model (coalition owned)*	Retain the current board group as a "Coalition Board" that owns the plan and holds the Secretariat accountable, with expanded membership, clear principles around term limits, and involving (over time) new business stakeholders as, e.g., rotating Chairs.	Coalition Board retained without expanded members (see findings in Governance section about roles of Board and Secretariat). Term limits and rotation of Co-chairs consistent with charter.
5. Engage "system funders" *Need: A process for closer funder engagement*	Invite the ten largest funders of the coalition's climate work to an annual consultation on WMB strategy and impact. Test out appetite to form a regular informal funder review process, and to invite additional system funding at an introductory level (e.g., +10–20% of current bilateral grant/s to coalition).	Status not known to consultant team.
6. Keep funding decisions separate *Need: Those that expressed an opinion on relationship between fund and Secretariat (mostly partners) believe they should be kept separate*	Retain the current Grants Committee process as a sub-committee of an "Impact Board," moving proposal coordination clearly to the Secretariat on behalf of the Coalition Board. The Grants Committee takes on review of progress annually as part of the "Impact Board," aligned as far as possible with the current IKEA Foundation reporting cycle.	Impact Board not created. Secretariat manages proposals. Compliance Committee responsible for review of annual progress.

The WMB Coalition Board

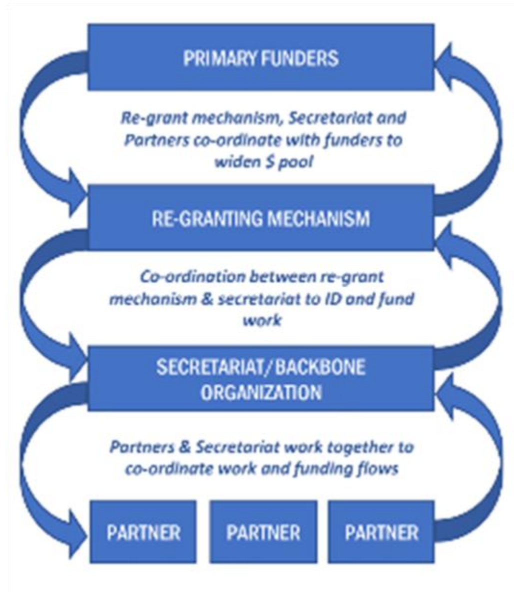
As established in by-laws, the composition of the coalition Board is the CEOs of the seven coalition partners (no term limits), the WMB coalition CEO, and business leader co-chairs. Co-chairs serve for up to two terms of three years. One current Co-chair is nearing the end of his second three-year term, and the second is eligible for a second three-year term.

The primary roles and responsibilities of the Board are to:

- Guide and co-create the strategic planning process with the CEO and Secretariat, and approve the plan
- Work with the Secretariat to guide the sub-grant strategy to support the coalition's strategy (Sub-grant strategy subject to approval by the Compliance Committee)
- Engage directly in fundraising and philanthropy

Based on interviews, a key strength of the coalition Board is strong trust and working relationships among Board members and their organizations that allow them to collaborate effectively. Members regard the Board as about the right size for nimble engagement and decision-making. They are reluctant to grow it and bring on new members that may disrupt the working relationships that have been hard won. Expanding the Board would also imply an expanded coalition and potentially splitting funding among a larger group of organizations.

The "We Mean Business Model"



Source: WMB/CMF Governance Review 2017

Persistent questions of whether the Board is sufficiently insulated from interests of individual organizations are mitigated by the strength of working relationships and arrangements to focus on collective mission. Since before its creation, there have been questions about whether the Board is sufficiently insulated from the individual priorities and interests of its member organizations—that is, whether individual partner interests detract from collective impact when developing strategy and influencing funding decisions and budgeting. This topic informed debate in 2013 about the structure of WMB coalition governance, among other things leading to the creation of what has evolved into the Compliance Committee. It was revisited in the 2017 governance review, spurring recommendations for expanded participation in governance and a strengthened "Impact Board" responsible for funding decisions. The issue has re-emerged during this evaluation project as interviewees have raised questions about whether the WMB coalition's strategy is driving its structure—or its structure is driving the strategy. One aspect of this issue was related by an interviewee as "I sometimes feel like some of the projects are in the strategy because they need to be in there to please the partner." One close observer noted that tensions between individual and collective interests have been mitigated by ample funding and get more acute as funding is tightened.

While Board members represent their own organizations' strategic and financial interests, the by-laws state that "it is the responsibility of each member to act in the best interest of WMB as a whole." There are also several aspects of the coalition's work and funding that encourage focus on the collective interest, including:

- Collaborative strategic planning, which aligns coalition partners around shared goals and strategies
- Strong working relationships and regular interactions among partners at leadership and staff levels
- Funding specifically for collaboration, which has both symbolic and fiscal value

One close observer concluded that "tensions within the board are inevitable—part of the 'impossible dream' of We Mean Business."

The WMB coalition is seen externally as very Western-focused. Contacts working in developing countries emphasized that to be effective in the global South requires a developing country perspective—and often local partners with local presence. The critique went beyond representation and location. It included critique of a bias among the coalition toward developing country interests and positions in global negotiations, which is particularly relevant for the coalition's international policy work.

No organization interviewed not already part of the WMB coalition expressed interest in joining as a coalition partner and being represented on the Board. Some shied away from the time and resources that would need to be devoted to collaboration and governance. Several noted that there is a relatively small pool of organizations whose brand and theory of change are aligned enough to want to be explicitly associated with the positive progressive business message of the coalition.

Secretariat

The Secretariat currently has 18 staff led by an Interim CEO. Its roles and responsibilities as documented in 2017 emphasize "facilitation" and "coordination" of the partnership and include:

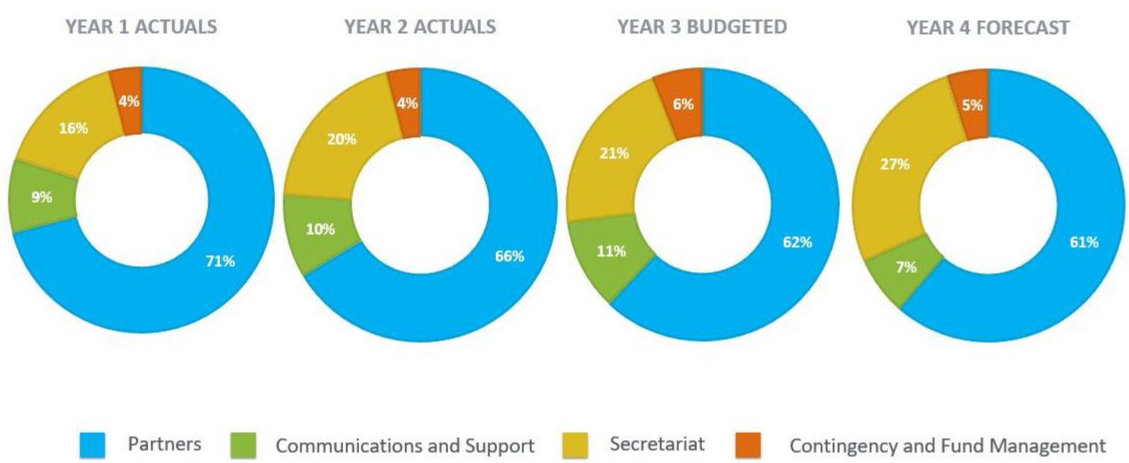
- Co-developing and executing communications strategy, policy strategy, and corporate engagement
- Re-granting administration
- Leading and supporting bringing new funding to partners

A key strength of the Secretariat emphasized in interviews is the professionalization and strong coordination it has brought to grantmaking and reporting. The Secretariat's strength in strategic communications fills gaps among partners and creates shared message and voice for the WMB coalition as a whole. With strong policy expertise, the Secretariat has become the steward of the WMB coalition's "big strategy" to achieve long-term market transformation. Internally, members of the Secretariat recognize the contribution (and demands) of day-to-day coordination of implementation across a growing set of focus areas and geographies.

The Secretariat has grown, built expertise, and taken on more direct responsibility as WMB work has become more complex and emphasized "radical collaboration." As it has built capacity and taken on greater responsibility, the secretariat has grown from a CEO, 4–5 staff, and 4–5 secondees from partners in 2017 to an interim CEO and eighteen staff currently. This growth has corresponded to a growing overall budget, growing number of initiatives, an increasing focus on long-term strategy, increased capacity for strategic communications and policy, and enhancements to partner collaboration (e.g., through Transformation Teams).

Secretariat costs for personnel, travel, and operations over the most recent three years have increased roughly in parallel with the increase in total WMB funding. In the current funding cycle, these costs accounted for around 20% of the total WMB coalition budget in Year 2 (actuals) and Year 3 (budgeted), up from 16% (actuals) in Year 1. Projections for Year 4 show the share of these costs jumping to 26–27% of the budget as the projected total amount of funding declines from $14.5 million in Year 3 to a projected $11 million in Year 4.

Allocation of WMB Coalition Budget: Years 1–4 (2017–2021)



The growth and increased role and capacity of the Secretariat has responded to the needs and opportunities of the WMB coalition—but has also created tension around the appropriate role of the Secretariat and partners.

- **Strategy development.** The Secretariat has played an increasingly strong role in strategy development where it brings a sense of the big, long-term picture of market and policy transformation, substantive and strategic expertise to complement that of partners, and an ability to create alignment across multiple areas of work. However, partners perceive the role of the Secretariat as too top down given their own strategic expertise and focus. WMB coalition priorities and focus may be out of alignment with partners' broader work (recognizing that WMB coalition work and funding is only a piece of partners' efforts).
- **Partner collaboration**. Effective collaboration among partners is a core strength of the WMB coalition, and the Secretariat is the hub of day-to-day collaboration—e.g., through working groups and more recently the Transformation Teams. Partners point to the value of collaboration but also the amount of time they need to devote to calls, meetings, etc. At the same time, the Secretariat staff feels spread thin across many initiatives and activities.
- **Grant making and monitoring**. Developing proposed sub-grants consistent with overall WMB coalition strategy is a shared responsibility of the coalition Board and Secretariat. The WMB CEO brings grant recommendations from this process to the Compliance Committee for review and approval. (The Compliance Committee then recommends grants to NVF, which allocates philanthropic funds to the grants). Over time, the Secretariat has professionalized regranting and made processes more consistent and efficient between IKEA Foundation and WMB coalition grantees. However, the Secretariat also has responsibility for synthesizing grant reports (including KPIs) and increasing the learning and impact of grants, which can put it in an evaluative role. Some partners report blurry lines between when the Secretariat is acting as a strategic funder (including evaluating work) versus a coordinator providing coalition support. Some partners also feel the Secretariat micromanages the grant process.
- **Fundraising**. The WMB coalition has brought together organizations that in the past would have been competing over scarce resources and allowed partners to expand their work on corporate climate engagement. As the Secretariat is being asked to broaden funding for the WMB coalition's work, there are tensions with partners' own fundraising efforts, including competition for funds from the same donors. There is limited collaboration between the Secretariat's fundraising efforts and the partners' development teams. Contacts report competition over organizational and brand visibility between the WMB coalition and individual partners and some concerns about what initiatives are emphasized in fundraising vs. where those funds are deployed.

Even as the Secretariat has taken on a larger role within the WMB coalition, its role is largely invisible beyond the coalition, where individual partners and flagship initiatives are far more recognized. Even some members of the Compliance Committee report having little engagement with the Secretariat or understanding of its work.

Compliance Committee

The Compliance Committee is composed of the Co-Chairs of the WMB coalition Board (currently one co-chair, Steve Howard), a fiscal sponsor representative (currently Bruce Boyd, Arabella Advisors), and the major funder (currently Edgar van de Brug, IKEA Foundation). The bylaws describe additional positions for an external global policy leader and an additional global leader, but only one member currently serves in this capacity (Michael Northrop, Rockefeller Brothers Fund).

The primary role of the Compliance Committee is to provide oversight and accountability over the coalition Board and Secretariat. While the fiscal sponsor has ultimate legal fiduciary responsibility, it is advised by the Compliance Committee and has routinely adopted the Compliance Committee's recommendations. Key roles and responsibilities include:

- Ensuring the WMB coalition adheres to its stated purposes, and that its activities advance its mission
- Approving the annual budget, presented by the Secretariat and developed with input from the coalition Board
- Reviewing and approving grants

To fulfill its accountability role, the Compliance Committee needs to strengthen its engagement and oversight. Observers inside and outside of the Compliance Committee report that several members are disengaged from the coalition Board and Secretariat—and the ongoing work of the coalition—in a way that makes it difficult to provide independent oversight and accountability. The Committee is largely deferential to the recommended strategies and budgets developed by the Secretariat and coalition Board. Committee members report having limited insight into the criteria applied by the Secretariat to dismiss or promote coalition partner grant proposals and do not have an opportunity to independently evaluate proposals before they come to the committee. External members of the Committee do not have a strong understanding of all of the WMB coalition initiatives or the full suite of support provided by the Secretariat. They rely heavily on information synthesized and presented to them by the Secretariat. This disengagement prevents members from understanding the context and nuance of work and relative strengths and weaknesses of coalition partners and the Secretariat. One member of governance noted a "drift" in governance responsibilities away from the by-laws.

Corporate Advisory Board

The Corporate Advisory Board helps ensure that the WMB coalition's work is closely aligned with the needs and interests of the business community. The Board's fifteen members (listed in Appendix C) act as a sounding board for strategy (e.g., recently on the "Build Back Better" response to COVID-19). They help advocate for coalition initiatives within the business community.

The evaluation team's sense is that demands on the Advisory Board are relatively low and it may be under-utilized. As part of the consultant team's earlier project on impact and learning for the WMB coalition, Advisory Board members that were interviewed spoke highly of the coalition. These contacts applauded the coalition for its successful collaboration efforts and emphasized the value the coalition has brought to corporate climate ambition, action, and advocacy. That said, participants of this current evaluation noted the Board could be utilized more to inform the WMB coalition's strategy or provide an external validation of the coalition's work (or critique, as appropriate) that would help enhance coalition credibility in the eyes of business. Participants suggest there are opportunities to further leverage the Board, with the notion that members stay considerably engaged. Some observers perceived the Advisory Board as too Western-oriented and recommended expanding the Board to include more companies in developing countries. The evaluation team's recommendations around refreshing some of the governance structure provides opportunities to address this.

Partner Network

Beyond the core coalition partners and the Advisory Board, the WMB coalition has a broad network of partners, which it engages in various ways. Sixteen **Implementation Partners** (listed in Appendix C) directly support implementation of WMB coalition work. This includes partners leading specific initiatives, such as the SBTi partners beyond CDP (WRI, WWF, and the United Nations Global Compact), NBI leading the South Africa Strategy, and ShareAction leading the Investor Decarbonization Initiative. It also includes organizations that work with core WMB coalition partners on specific initiatives, such as the North American Climate Smart Agriculture Alliance working with BSR and WBCSD on CSA 100 in North America, and the World Green Building Council, which works with The Climate Group on EP100's net zero carbon buildings effort.

The WMB coalition "supports and is supported by" fifty-three **Network Partners** (listed in Appendix C) that "share its vision of a zero-carbon economy. These are organizations active in areas that are priorities for the WMB coalition. Some, like the Renewable Energy Buyers Alliance (REBA) have been supported by WMB in past.

The WMB coalition's broad network provides the opportunity for engagement with a diverse and highly connected group of organizations, creating leverage beyond directly funded initiatives. Expanding the diversity, presence, and reach of the coalition through its network of partners does not necessarily mean adding to the current seven coalition partners or expanding the Board. Regional implementation partners, for example, said they have been invited to engage in strategic planning and other activities even though they aren't on the Board and have been able to benefit from opportunities for collaboration, collective thinking and connections (e.g., at COPs).

Does Governance Need to be Tuned-Up or Overhauled?

There are clearly persistent questions and emerging tensions about WMB governance:

- Given the coalition Board's role in determining overall strategy and budget, is it sufficiently insulated from the individual strategic priorities and fiscal issues of each coalition partner?
- Is the composition of the partnership and Board "fit for purpose? "
- Has the Secretariat grown too large and taken on too much?
- Is the Compliance Committee engaged enough and providing sufficient oversight?

The question is whether these constitute a crisis to be addressed through a governance overhaul or predictable tensions from a "We Mean Business Model" that balances top down and bottom up dynamics with an acknowledged reliance on clarity around accountability and strong working relationships. **The evaluation team's sense is that WMB coalition governance is not in crisis—its needs a tune-up rather than an overhaul.** The table below illustrates what one might expect to see in a coalition effectively managing tensions within governance (left side) versus a coalition that is disrupted by these tensions (right side). If there are several of these disruptions or they persist, it would be a signal that more fundamental changes are needed. It should be noted that these are general signs developed solely from the insights of the evaluation team rather than derived directly from interviews. Different observers may have different views on the extent to which they are seeing signs of disruption at particular moments, but it is the view of the evaluation team that there are not persistent, multiple signs of disruption that would suggest a crisis.

Table 4: Managing Tensions vs. Being Disrupted by Them

Coalition Effectively Managing Tensions	Signs of Disruption
• Coalition partners leaders on the coalition Board committed to collective mission and collaborative strategy while still advocating for their individual organization's continuing role and contribution • Partner funding commensurate with contribution to collective work • Value of small board and strong relationships makes Board members cautious about adding new coalition partners and Board members • Board members and Secretariat debate strategy but ultimately co-create and buy in • Secretariat and Board continue to navigate terrain of benefit/burden of day-to-day collaboration • Re-granting administration perceived as transparent and fair although some aspects are burdensome • Coalition partners and Secretariat agree on fundraising strategy that recognizes and balances individual and collective interests • Compliance Committee largely deferential to Board and Secretariat but ready to jump in when needed • Fiscal sponsor fulfills legal fiduciary responsibilities but very deferential to WMB governance	• Coalition Board members seek to guide coalition strategy and mission to fit their own individual organization's strategic and financial interests • Partners with the loudest voice or most leverage get the largest amount of funding • Board excludes additional coalition partners to protect their financial stake in WMB • Board members and/or Secretariat diverge on strategy and can't be reconciled; Secretariat commits to strategic initiatives out of sync with shared strategy • Board undercuts Secretariat capacity development plans and budget; Secretariat undercuts coalition partner funding or role • Secretariat leverages its role in re-granting to undercut partner's equal input and effective buy-in to coalition work • Partners and Secretariat undermine the others' fundraising efforts • Compliance Committee unaware, unwilling, or unable to jump in when needed • Fiscal sponsor interferes and second-guesses governance decisions about grants, budget, and/or strategy

While an overhaul of governance might be a response to a crisis, it may also be warranted if the WMB coalition continues along the path of what some observers described as evolving into the equivalent of a non-profit organization implementing its own projects. That path would lead the coalition to become a stand-alone legal entity (akin to a 501c3 non-profit organization in the US). The evaluation team's sense is that the WMB coalition is not at this point, but could be if there are trends toward:

- Diversified and long-term funding or revenue base
- Increased size, capacity, and influence of the CEO and Secretariat (as well as expanded role and brand recognition in the field)
- More complex and comprehensive shared strategy anchoring coalition partners' work and coordinated by the Secretariat
- Larger group of Implementation partners receiving funding for specific work (for example, in the role that NBI plays in South Africa), which requires increased partner management and increased scope of "radical collaboration"
- Increasing requirements from funders that the Secretariat operate as a strategic re-granter with strong accountability to outcomes

If the coalition were to evolve into a "program," a possible governance structure would be:

- **Board of Directors (evolves from Compliance Committee)**
    - Directors have legal fiduciary duty (no fiscal sponsor)
    - Board has primary responsibility for budget and grant-making
    - Board Chair and membership selection process and terms established in charter/by-laws
    - Membership could include Non-Executive Directors with professional experience leading and participating on boards
- **Strategy Board (evolves from coalition Board)**
    - Primary focus on strategy development and ongoing implementation
    - Membership at CEO or implementation level
    - Not necessarily limited to coalition partners
    - Alternative or second "operational" Board of implementers (involved more in the day-to-day decisions with CEO-level board setting broad strategy)
- **Secretariat**
    - Executive leadership and staff of organization
- **Corporate Advisory Board**
    - Membership reflective of sectors and geography of work
- **Partner Network**
    - Strengthened engagement

Peer Initiatives

Three peer initiatives were analyzed to provide insights on governance structure, guiding principles, and member relations. These organizations included:

- **Swiss Clean Tech**: A trade association with over 350 member companies working to achieve a sustainable liberal green economy through policy design and advocacy
- **Climate Leadership Coalition**: A Finnish organization with over 85 members composed of organizations, businesses, cities, and individuals seeking to accelerate climate change solutions through sustainable business practices and civic engagement
- **Global Alliance for the Future of Food:** An alliance of 30 philanthropic foundations collaborating to develop and advocate for sustainable food strategies focusing on agroecology, health and well-being, true-cost accounting, and climate change

Table 5: Overview of Peer Initiatives

	Members	Board/Steering Committee	Secretariat	Legal Status	Funders	Founding Documents
Swiss Clean Tech	350 corporate members; members participate in focus groups to develop strategy	13-member board with 2 co-presidents, elected by full membership for 3-year terms, approves all policy proposals	7 person FTE; work is 50% administrative, 50% mission-oriented; focus on policy expertise, advocacy, communications	Politically neutral association, registered as Swiss non-profit (Article 60 ff. ZGB)	4-year contract with core funders (not involved in governance); members pay dues; shifting to project-based funding	Corporate Governance Charter with 10 principles on policy frameworks in line with Paris Agreement; members sign on to charter when join
Climate Leadership Coalition	85 public, private, NGO, and individual members; represent 50% of Nasdaq Helsinki	Governance Board selected by members, run by chairperson, 2-year rotation; approves CLC policy statements	4 person FTE, 3 person part-time, focus on systemic solutions, network development, organizing events	Organized as NGO in Finland; required to have rules/charter according to Finnish law	Entirety of current funding is membership fees	Policy paper that new members must align with, consists of high-level principles
Global Alliance for the Future of Food	30 collaborating charitable foundations	Steering Committee of 10 Alliance members, Establish strategic direction, M&E, annual priorities, engagement	1 FTE, 9 part-time consultants; focus on narrative development, principles and strategy review, engagement	Philanthropic collaboration not legally established as NGO; employees are sole proprietors or employed by external companies; Meridian as sponsor	Member foundations pay fee; foundations provide specific project funding	7 key principles guide all action and three-pronged strategy applied to all focuses

A key strength and common practice among peer initiatives was using guiding principles (or an equivalent) to maintain focus on a collective mission, despite tensions. The Global Alliance, for example, has core principles that inform the organization's work. Adoption of the principles is a condition of membership, and all strategies and activities must adhere to all of the principles. Similarly, Swiss Clean Tech has a charter to which all new members agree. The charter contains ten general principles that are aligned with the Paris agreement. The charter serves to establish a framework for the association's policy proposals, which are developed via member focus groups and are anchored in a science-based approach. The Climate Leadership Coalition has similar guiding principles set out in a foundational policy paper approved by all members. Positions developed by members that are meant to represent the organization must be aligned with the high-level principles in the paper.

Global Alliance Principles

The Global Alliance highlighted that "navigating individual vs. member interests is a tension that is never resolved--you just have to hold and navigate it."

Trust and standard processes balance value and tensions between members and Executive leadership. Close working relationships between the CEO and member leadership, as well as frequent interactions, balance the interests and roles of members and the Secretariat. Regular processes, such as annual priority setting, and member review/approval processes help to create stable expectations about roles and contribution of members and the Secretariat. For the Global Alliance, this includes:

- **Co-developed annual priorities and strategy**, which are proposed by the 10-member Steering Committee and further discussed and affirmed by all members in an annual meeting; this focuses the work agenda for the Secretariat.
- **Operating protocols** that guide day-to-day work, for example, defining core messaging and narratives for staff and member use.
- **Collaborative leadership**, which consists of a collaborative style and trusting working relationships with frequent engagement between the CEO and Chair.

Beyond clearly defining roles at the outset, all three peer initiatives codify and periodically refresh roles and responsibilities of governance bodies. The Global Alliance for the Future of Food conducted a full governance review last year and determined that "everything needed a bit of a cleanup." Swiss Clean Tech created a corporate governance document to clarify roles and responsibilities. Likewise, the Climate Leadership Council has continuously prioritized good governance documents to track governance bodies.

Recommendations

Collaboration Recommendations

1. Deepen connections between SBTi and WMB coalition governance to 1) maintain the key role SBTs play in the coalition's strategy and 2) leverage the complementarities between SBTs and other coalition commitments and initiatives. Recognizing the strong interdependence between SBTi and the WMB coalition, both should take steps to strengthen collaboration, which may include:

- Conduct joint or strongly aligned strategic planning to agree on priority systems, sectors, and geographies for recruiting new companies to commit to SBTs and 100s initiatives and aligning corporate engagement and new recruiting with WMB coalition-led policy advocacy
- Strengthen relationships and communications between SBTi leadership and senior WMB Secretariat leadership, which may include governance reforms for SBTi to establish clear leadership
- Establish a more explicit role for CDP to share information and support strategy alignment and transparency between SBTi and the WMB coalition

2. Invest in and refine Transformation Teams. Transformation Teams are an effective way to break down silos between ambition, action, advocacy, and strategic communications. Several outside observers indicated that the systems focus supported by these teams is a comparative advantage of the coalition and can provide unique value to the field. The coalition should invest in the success of these teams recognizing the additional capacity it takes to participate in and facilitate the teams. At the one-year mark, the coalition should assess what is working well, what can be improved, and where to adjust participation and responsibilities to best leverage the relative strengths of coalition partners and Secretariat staff.

3. Communicate the full suite of WMB work and how the sum is greater than the whole of the parts. The value and future potential of radical collaboration is very apparent to WMB coalition partners and the Secretariat--but it is largely invisible to those beyond the day-to-day work of the coalition, even some with roles in governance. The WMB coalition is understandably wary of brand competition with individual partners and initiatives but could build brand recognition around the power of coalition and collaboration--highlighting and illustrating how organizations in the climate field are stronger working together.

Governance Recommendations

"Managing individual versus collective member interests is a tension that is never resolve—you just have to hold and navigate it" — Executive Director, peer initiative

1. Refresh commitment to the WMB coalition's collective mission and effective collaboration. All representatives of the peer initiatives highlighted the value of frameworks or principles to which all members commit and that kept their coalitions centered on a collective mission. These also provided a check when interests diverged within the coalition. To some extent, the strong working relationships among WMB coalition partners and the regular process of strategy development and refinement provide this focus for the coalition. The WMB coalition also has a mission statement. However, it does not have a more detailed set of guiding principles to which partners commit and that can help maintain a collective focus when individual partner interests diverge. The advent of a new strategy would also be an opportunity to refresh the core commitments of the WMB coalition to a set of strategic principles or principles of collaboration. It could also be a stated commitment to specific areas of collaborative effort such as fundraising or collaborative implementation of system strategies through Transformation Teams.

2. Refresh roles and responsibilities of governance entities. Roles and responsibilities of WMB governance entities have not been revisited since 2017 and they are not formally documented. One interviewee specifically indicated that there has been "drift" in roles and responsibilities, and many others noted tensions and ambiguity about the roles of the coalition Board, Compliance Committee, and Secretariat. The peer initiative interviews all suggested periodically revisiting and refreshing roles and responsibilities as healthy for coalition-based organizations. For WMB coalition governance, this would involve:

- Conducting a self-assessment of how well governance bodies are fulfilling the roles and responsibilities articulated in the 2017 governance refresh and where additional clarity or refinement is needed

- Codifying (e.g., through updated by-laws) revised roles and responsibilities, with specific attention to roles for developing, consulting, recommending, and deciding on strategy development, budget, grant making, and human resources.

3. Strengthen and engage the Compliance Committee. The Compliance Committee plays a key role in governance of providing oversight and accountability to the collective mission of the WMB coalition. It can help check and manage inherent tensions between collective and individual partner interests and the balance of roles and responsibilities between the coalition Board and Secretariat. This includes a larger role in evaluating past performance of projects and coalition partners and ensuring that funding is commensurate with contributions to shared strategy. The refresh of roles and responsibilities should embed a more active and engaged oversight role for the Compliance Committee, especially on budget and grantmaking. Compliance Committee members should have more opportunities to engage directly with the coalition Board (e.g., attending Board meetings) to provide more context and nuance to understand information provided by the Secretariat. Members should also build relationships with the Secretariat Management Team to increase understanding of Secretariat work and contribution.

A Start at Strategic Principles?

Interviews with the IKEA Foundation, Coalition Board, and WMB Secretariat suggested core strategic considerations, a version of which could be agreed to as shared principles to guide future work:

- Focus where success at scale would meaningfully contribute to globally-significant emissions reductions
- Leverage the Coalition's core strength of using large multinational companies to influence transformative change in markets and policy
- Bring strategic alignment to a fragmentated space
- Articulate a clear path to transformative change at scale
- Attract and commit resources in amounts needed for meaningful impact

4. Diversify the partner network. To address the critique that the WMB coalition is too western and oriented toward developing country interests and approaches, it should diversify its partner network. This may include adding additional coalition partners or members to the Board, but there are other steps WMB can take to expand its diversity, presence, and reach through its networks of partners and companies. Options to consider include:

- **Add one to two new coalition partners anchored in work outside of the US and the EU to the WMB coalition and Board.** The candidates to consider would be organizations that are currently deeply engaged with the WMB coalition and provide local presence in core geographies, such as NBI. In order to support full collaboration, new partners would need the same arrangements as current partners, including collaboration funding and equal roles and responsibilities on the coalition Board. This may be a significant barrier for existing coalition partners who are concerned about a dilution of funding and emphasize the value (and hard work) of creating strong and trusting working relationships among current members of the coalition Board. The "finish what we started" orientation of programmatic priorities--including the cautious approach to moving into new sectors and geographies--would suggest strong continuity of current coalition partners for future work.
- **Strengthen connections to the WMB's broader partner network.** The constellation of Implementation Partners and Network Partners provide deep reach into the field of climate action across the globe. The WMB coalition can strengthen its engagement with this network by defining what it means to be affiliated with the WMB coalition as a partner and establishing regular engagement with these partners, including leveraging the partnerships to inform WMB coalition strategy. The recent work on scenarios is a good example of this type of engagement. Creating a

broader umbrella, especially at significant global events like COPs, can help address the concerns raised by some that the coalition is an exclusive group and others feel like a "5th Beatle." A key opportunity is improving partner understanding of the "whole" of the coalition, including all active initiatives and the added value of radical collaboration among partners.

- **Increase developing country representation on the Corporate Advisory Board**. Building out the corporate advisory network is a relatively low bar for engaging developing country businesses and strengthening their contribution to the coalition's strategy. This could go along with a more formal role for the Advisory Board in providing an independent, outside perspective on coalition work. One contact suggested as a model the independent statements provide by BP's Target Neutral Advisory and Assurance Panel.[6]

6. Conclusion

For the WMB coalition, the sum is greater than the whole of the parts. The coalition has succeeded in enabling otherwise competitive organizations to work together cooperatively and, in so doing, have greater impact. It has enabled coalition partners to emphasize their relative strengths in ambition, action, and policy and connected this work through radical collaboration. The recent emphasis on systems and supply chain strategies leverages this strength and provides value to the field that the WMB coalition has the unique capacity and alignment to supply.

This level of collaboration is difficult and time-consuming even when it is directly supported through core funding for partners and increasing capacity of the Secretariat. It takes consistent attention to manage the tensions that deep collaboration can create and periodic deep dives into governance to ensure that roles and responsibilities are clear and appropriate.

When considering programmatic questions about where to declare victory and move on or discontinue areas of work, it is important to think not only about what work will no longer be actively supported, but what connections between work and partners may be eliminated and how these subtractions might affect the constellation of connections within deeply integrated work. When considering where to start new work, accelerate existing work, or engage new partners, it is important to think not just about the additional direct investment but what additional demands these additions put on collaboration.

As the WMB coalition plans for the future, it is clear that there are many needs to solve the climate crisis. However, they are not all right for the WMB coalition, and the coalition is not right for all of them. The coalition should examine future opportunities through a strategic lens that reflects its unique strengths in bringing field alignment, leveraging the power of companies, and engaging the full theory of change. It is also true that what is right for individual coalition partners is not necessarily right for the full coalition, so collective decisions should be driven by a shared understanding of the coalition's unique strengths and value.

Although the WMB coalition has accomplished a great deal, it should also recognize that there is still much to do. A critical mass of companies moving ahead on climate ambition need to show that they can bring peers and policymakers along. Companies that have made commitments need to show that they will take action on those commitments. Companies for whom it is the hardest to change need to commit along with those for whom it is relatively easy.

[6] See https://www.bp.com/en_us/target-neutral/home/about-us/bp-carbon-advisory-panel/panel-statement.html.

Finally, it is important to remember that this investment of resources, capacity, commitment, and time is about long-term transformative change. There are less expensive and more easily counted ways to reduce greenhouse gas emissions in the near-term, but the work of the WMB coalition is about investing in putting the economy on the right long-term path. It is based on the understanding that the private sector plays a very important role in changing markets, investing, innovating, and creating the goods and services people use and that will help alter their behaviors. By bringing together organizations that are global leaders in corporate climate action and policy—and supporting their radical collaboration—the WMB coalition has become the place where this action is and the opportunity for change remains as compelling as when the coalition was created.

Appendix A: Interviews

List of Interviews

Secretariat

- Jen Austin, We Mean Business
- Dean Cambridge, We Mean Business
- Rachel Jetel, We Mean Business
- Jennifer Gerholdt, We Mean Business
- Caroline Holtum, We Mean Business
- Heather McGeory, We Mean Business
- Carina Molnar, We Mean Business
- Nigel Topping, We Mean Business (former)

Compliance Committee

- Michael Northrop, Rockefeller Brothers Fund
- Bruce Boyd, Arabella Advisors
- Stephen Howard, Business Leader & Campaigner
- Edgar van de Brug, IKEA Foundation

WMB Coalition Partner Leadership

- Peter Bakker, World Business Council for Sustainable Development
- Helen Clarkson, The Climate Group
- Aron Cramer, Business for Social Responsibility
- Mindy Lubber, Ceres
- Leah Seligmann, B Team
- Paul Simpson, Carbon Disclosure Project
- Eliot Whittington, Corporate Leaders Group

Outside Observers and Partners

- Anne-Sophie Cerisola, Climate Ambition Team, Executive Office of the UN Secretary General
- Rohitesh Dhawan, Eurasia Group
- Phil Drew, Brunswick Group
- Ramiro Fernandez, COP25
- Dirk Forrister, International Emissions Trading Association
- Mark Griffiths, World Wildlife Fund
- Justin Johnson, Children's Investment Fund Foundation
- Tim Juliani, World Wildlife Fund
- Mark Kenber, Community Energy England
- Sabine Miltner, Moore Foundation
- Steve Nicholls, National Business Initiative
- Dylan Tanner, Influence Map
- Gonzalo Munoz, COP25
- Mark Porter, Rocky Mountain Institute

- Jarnail Singh, MacArthur Foundation
- Dominic Waughray, World Economic Forum

Peer Initiatives

- Jane Maland Cady, Global Alliance for the Future of Food
- Jouni Keronen, Climate Leadership Council
- Ruth Richardson, Global Alliance for the Future of Food
- Christian Zeyer, Swiss Clean Tech

Scope of Interview Questions

Programmatic Priorities (Look Back)

- What has the WMB coalition learned from the past about where it provides the most unique and catalytic value in accelerating climate action? What is it that only the Coalition can provide, and where is it most valuable?
- To what extent has the WMB coalition pursued efforts in the past that have been ineffective or of limited value? Why, and what has the Coalition learned about the limitations of its work?
    - What are examples and reasons for discontinuing support for specific work in the past (whether because of success or lack of it)?
- To what extent is the current portfolio of WMB coalition work about right vs. too broad or too narrow across systems, sectors, and geographies? What are the pros and cons of broadening or narrowing the Coalition's focus?
- To what extent is the current Theory of Change (TOC) proving to work, specifically the feedback loop between business action and enabling policy making and the concept of "tipping points" beyond which there is self-generating momentum for systems change? To what extent has experience and learning suggested revisions to the TOC?
- To what extent have initiative-specific milestones been reached, and have we seen some of the changes in policy and markets (consistent with assumptions in the TOC) as a result?
- Where have there been strong complementarities between WMB initiatives (e.g., supply-side and demand-side commitments in specific sectors)?
- To what extent has the WMB coalition fully leveraged:
    - Businesses to advocate for policy and counter opposition in support of system strategies (including businesses that have made WMB commitments and businesses otherwise affiliated with Coalition partners)?
    - The influence of investors to motivate and accelerate corporate ambition and action and influence policy?
    - Partner-specific, Coalition-wide, and corporate communications to advance a powerful narrative about opportunity?
- To what extent has the WMB coalition fully leveraged its collective work in specific countries like India and South Africa?
- Where has the WMB coalition had valuable successes from relatively low investments?
- To what extent is the "strategic house" still the most effective organizing concept for the WMB coalition? Are there other ways the work could be conceptualized to better support collaboration, strategy, and implementation?

Programmatic Priorities (Look Forward)

- What is the strategic rationale for the WMB coalition to increase work in new or emerging areas being contemplated for 2021–2025? In these areas, what would be a unique and catalytic role for WMB? Would the coalition need to undertake its work differently? Examples of new or emerging areas include:
    - Land and natural climate solutions, especially the role of the WMB coalition in the context of other organizations and initiatives working in this area

    - Decarbonization of the built environment, especially in areas the WMB coalition hasn't focused on much in the past, like existing building retrofits
    - Power system beyond electricity (e.g., natural gas for heating cooling)
    - Heavy transportation
    - Heavy industry, especially increased emphasis on Chemicals and Oil & Gas
- Are there areas of current work that the WMB coalition can drop or no longer actively make grants in? What would be the rationale?
- Is the WMB coalition missing other important areas not yet considered where it can and should uniquely contribute to achieving its north star goals?
- As the WMB coalition considers new areas of work, to what extent are its current strategies and tactics for corporate engagement, action initiatives, policy advocacy, and communications still appropriate? What new/refined approaches might be needed?
- To what extent are the strategies and tactics the WMB coalition has tested and refined in the past appropriate for potential new geographies being considered for 2021–2025 (e.g., China, Indonesia, Brazil, Russia, Nigeria, Mexico)? What new/refined approaches might be needed in these countries?

Collaboration and Governance (Look Back)

- Over the last several years of working together as a coalition supported by a secretariat, what has WMB gotten right and what has it gotten wrong (and learned from) about maximizing the value of the collaboration?
- What has collaboration allowed the WMB coalition to do collectively that wouldn't have been possible individually? What have been the challenges of collaboration?
- What has been the most important value of membership in the WMB coalition to Coalition partner's organizations?
- To what extent has the focus, capacities, and connections of the current WMB constellation of Coalition members been "fit for purpose" for the portfolio of past work? Where has this group been strongest and weakest? In what ways could the Coalition further leverage its members' unique opportunities and capacities?
- What have been the advantages and disadvantages of having initiative-specific partnerships with organizations that aren't part of the core Coalition (e.g., SBTi, South Africa strategy)? Should different arrangements be considered going forward?
- To what extent has the WMB Secretariat been "fit for purpose" in supporting and advancing the work of the Coalition? What have been the primary strengths and weaknesses?
- What has been the value and challenges of aligning work across corporate engagement, action initiatives, policy, and communications—including through the recently created Transformation Teams?
- To what extent has the WMB coalition's approach to collaboration influenced how other organizations or collaborations in the field do their work?

Collaboration and Governance (Look forward)

- What are the strengths and weaknesses of the current coalition of partners to undertake the strategic direction envisioned for 2021–2025? This may include:
    - Increased emphasis on implementing actions and demonstrating emissions reductions.
    - Increased corporate recruitment in areas of greater emphasis.
    - Pursuing targeted, sector-specific advocacy campaigns and organizing businesses in support of them.
    - Working in new geographies such as China, Indonesia, Brazil, Russia, Nigeria, and/or Mexico.
    - Expanding work in new or emerging areas such as land and natural climate solutions, natural gas, heavy transportation, and others.
- Across the suite of potential new or increased areas of emphasis above, where would it be most valuable for the coalition to engage new partners?

- What are the challenges and opportunities of adding new partners to the core membership of the Coalition? If new members were to be added, what are the highest priorities?
- Considering the work being contemplated for 2021–2025 where will it be most important for the WMB Secretariat to continue its work and where may it need to increase or revise its capacities and functions?
- What are the most promising aspects of the Transformation Teams? What are current or potential challenges? How well is organizing by pillar/sector allowing the Teams to integrate work across initiatives and/or countries/geographies?
- What will it take to support future work with philanthropic funding? What would it mean to bring new funders on board (e.g., for Compliance Committee), and how should funders coordinate with each other? What are key opportunities and barriers?
- What are opportunities to strengthen the sense of collective identity and shared purpose of the coalition?
- To what extent are current approaches to governance and funding effective and how might they be improved? What can we learn from other similar collaborative efforts? Specific areas of interest include:
    - The role of the WMB coalition Board,
    - The role of the Compliance Committee,
    - The role of the Corporate Advisory Group,
    - Fiscal sponsorship (and alternatives to the current arrangement with NVF),
    - Core and project-based funding, and
    - The relationship between initiative-specific partnerships and the WMB coalition.

Appendix B: Overview of Initiative Profiles

Initiatives Profiled

Ambition Initiatives

- RE100
- EV100
- EP100
- Net Zero by 2050
- CSA 100

Action Initiatives

- LCTPi
- REscale
- Just Transition
- Climate Competent Boards

Country Initiatives

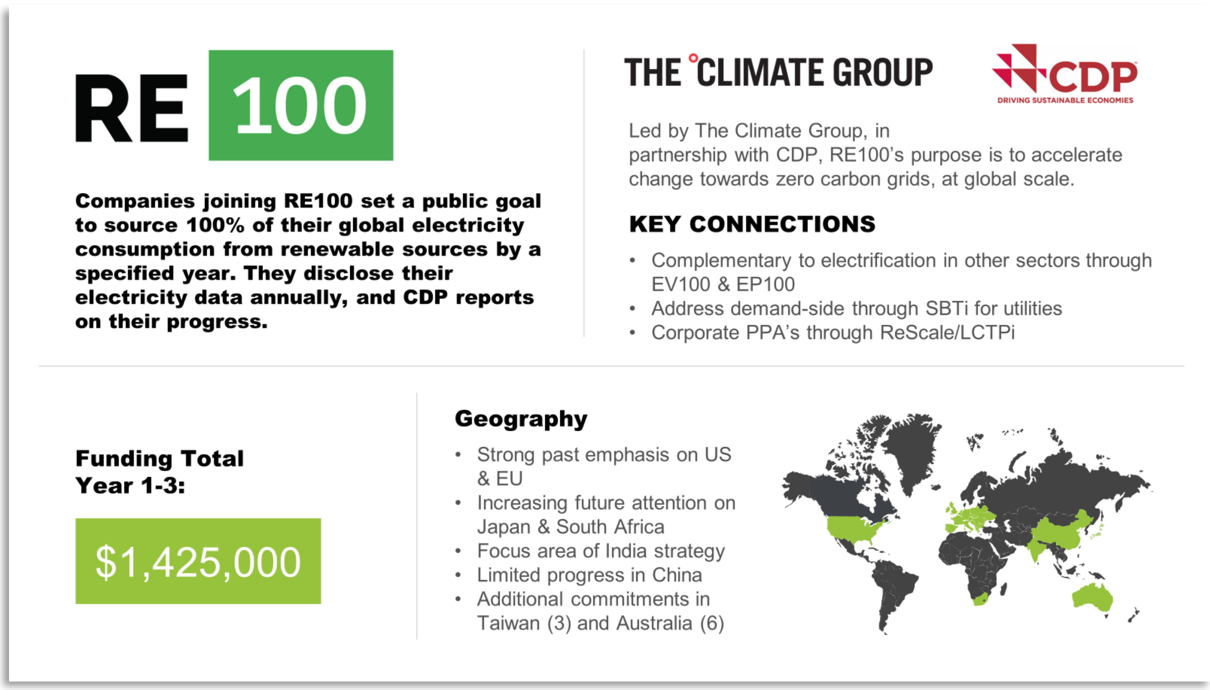
- India Strategy
- South Africa Strategy

Advocacy Initiatives

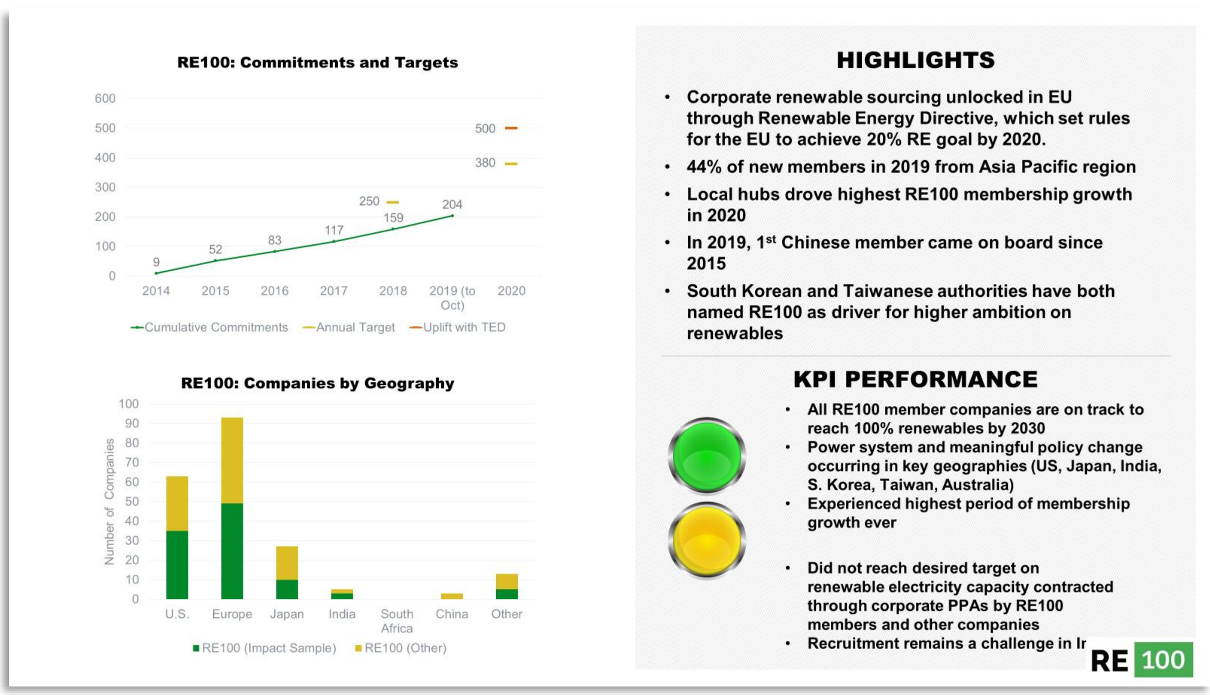
- US Policy
- EU Policy
- International Policy

Profile Format (RE100 Example)

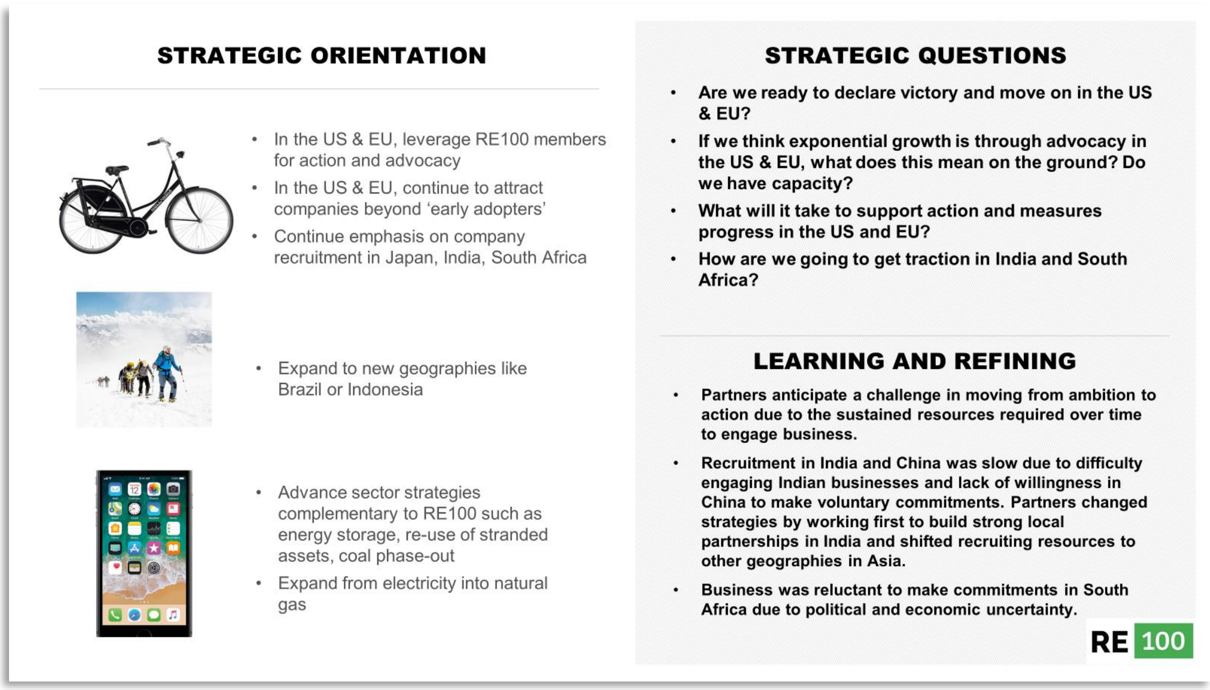
Slide 1: Who, What, Where, How Much?



Slide 2: Look Back



Slide 3: Look Forward



Appendix C: Partner Network

Corporate Advisory Board Members

- Arvind Bodhankar, Executive President & Chief Sustainability Officer, UltraTech Cement
- Phil Drew, Partner, Brunswick
- David Eichberg, Global Initiatives Lead, Sustainability and Social Innovation, HP
- Christine Fedigan, Head of Corporate Climate Strategy, Engie
- Anirban Ghosh, Chief Sustainability Officer, Mahindra
- Gabrielle Giner, Head of Environmental Sustainability, BT
- Abyd Karmali, Managing Director, Climate Finance, Bank of America Merrill Lynch
- Mark Kenber, Director, Community Energy England
- Alan Knight, General Manager, Corporate Responsibility, ArcelorMittal
- Thomas Lingard, Global Sustainability Director - Climate & Environment, Unilever
- Erin Meezan, VP and CSO, Interface
- Hendrik Rosenthal, Director – Group Sustainability, CLP Group
- Jamie Rusby, Head of Sustainability Communications, IKEA
- Carlos Sallé Alonso, Director of Energy Policies and Climate Change, Iberdrola
- Jeff Turner, Vice President, Sustainability, DSM

Implementation Partners

- C40 Cities
- CGIAR
- Climate Disclosure Standards Board
- The Earth Genome
- Global Alliance for Climate-Smart Agriculture
- Global Research Alliance
- Leaders' Quest
- North American Climate Smart Agriculture Alliance
- National Business Initiative
- Rocky Mountain Institute
- Science Based Targets
- Share Action
- UN Global Impact
- World Resources Institute
- World Wildlife Fund
- World Green Building Council

Network Partners

- Asset Owners Disclosure Project
- Biofuture Platform
- Brazilian Industrial Biotechnology Association
- Business Council for Sustainable Energy
- Business for Nature
- Carbon Pricing Leadership Coalition
- CarbonTracker
- CEADS
- CEBDS
- CEM EVI
- CLC (Finland)
- Clean Energy Ministerial
- Cleaner Car Contracts
- Climate and Clean Air Coalition
- Climate Bond Initiative
- Climate Briefing Services
- Climate Leadership Council
- Climate Markets & Investment Association
- Confederation of Indian Industries
- Diga Communications
- E3G
- Energy Transitions Commission
- Energy Efficiency Leadership Network
- EPC
- Forética
- Forum for the Future
- Global Alliance for Energy Productivity
- Groundswell

- Haga Initiative
- Hoffman Centre
- IETA
- IFC
- IIGCC
- International Renewable Energy Agency
- IRENA
- Japan-CLP
- Low Carbon Fuels Coalition
- Mission 2020
- New Climate Economy
- UNEP Finance Initiative
- World Bank
- PEV Collaborative
- PRI
- REBA
- Roundtable for Sustainable Biomaterials
- SE4ALL
- SloCat
- Sustainable Business Australia
- UNFCCC Secretariat and Champions
- Teri
- The Shift Project
- UNEP
- ZEV Alliance