



Collaborations Open House

High-Impact Partnerships to Address Global Challenges

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Resilient companies depend on resilient communities, ecosystems and infrastructure

Companies depend on healthy communities, functioning ecosystems, resilient infrastructure, trusted institutions, and secure supply chains. As climate impacts, geopolitical disruption, technological change, and social pressures intensify, companies increasingly need to strengthen the conditions on which both business and society depend.

Systems that underpin business resilience:



**Stable climate and
healthy ecosystems**



**Transparent,
adaptable supply
chains and logistics**



**Effective financial,
institutional and
regulatory systems**



**Clean energy and
resilient infrastructure**



**Skilled, secure
workforce and
communities**



**Secure technology,
data and digital
systems**

As disruptions become increasingly complex and interconnected, collaboration enables companies to accelerate and scale systems-level impact by:

Coordinating action | Managing risk | Building shared tools | Creating economies of scale |
Integrating funding models | Strengthening the conditions for individual and collective progress



However, the necessary conditions for effective collaboration are changing rapidly



Geopolitical fragmentation is reshaping alliances



Regulatory frameworks are diverging, even as standards become more aligned



Funding is becoming more constrained and tied to shorter-term priorities



Scrutiny of corporate collaboration is increasing



AI is disrupting how organizations interact



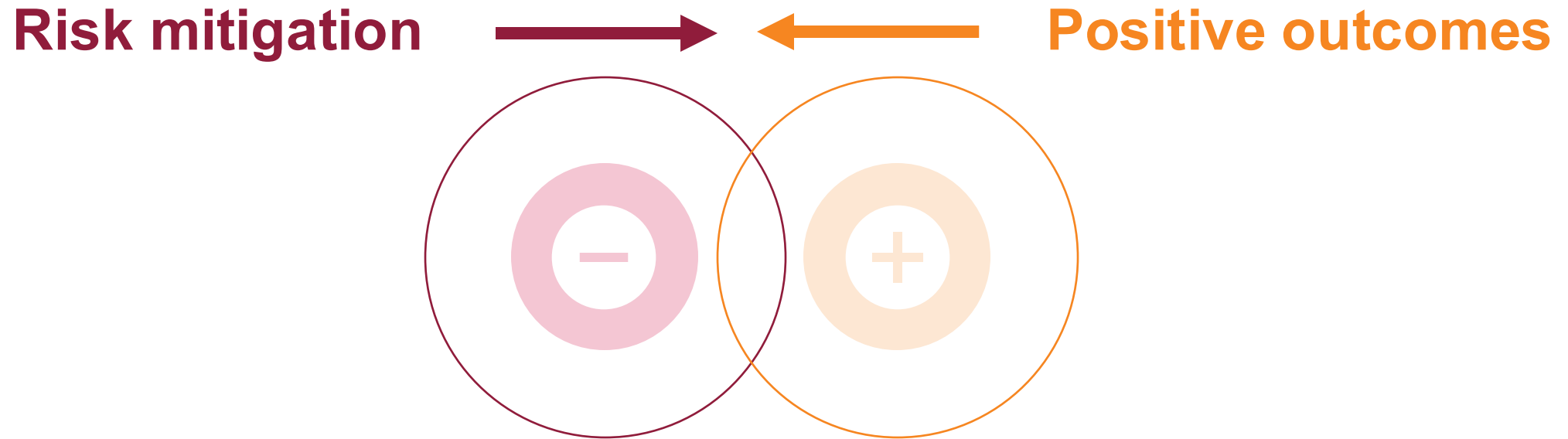
Trust in institutions and data is declining

**These shifts do not diminish the need for collaboration.
Instead, collaborations must evolve to meet this changing context.**

BSR's Risk-Value Framework

Connecting Risk Mitigation and Positive Outcomes

Risk mitigation and positive outcomes for people and planet are not separate objectives. They are mutually reinforcing dimensions of long-term business success: identifying and addressing human rights and environmental risks informs where action can create the greatest positive impact, while positive outcomes strengthen resilience and help mitigate future risks.



Collaborations to Accelerate Progress and Achieve Impact at Scale

BSR collaborations bring together businesses from around the world to build knowledge, pool insights, and drive impact on common sustainability agendas, ensuring that no company need go it alone. Learn more and express interest in [BSR Collaborations](#) >>

Focus Areas

Collaborative Initiatives

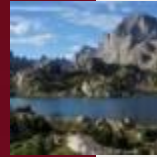
Roundtables/Multi-Cos



Business Transformation

- Future of Reporting
- Japan Sustainability Strategy Working Group
- Responsible Luxury Initiative

- AI in Sustainability Roundtable
- BSR Enterprise Leadership Forum
- Operationalizing Sustainability Roundtable
- Value Chain First Movers



Climate and Nature

- Action for Sustainable Derivatives

- Climate and Nature Working Group



Human Rights and Inclusive Business

- Building Responsibly
- Fair Circularity Initiative
- Global Business Coalition Against Human Trafficking / Tech Against Trafficking*
- Healthcare and Human Rights Forum
- Human Rights Working Group
- RISE (Reimagining Industry to Support Equality)



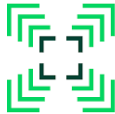
Responsible Technology

- Environmental Impacts of AI Working Group
- Labor Rights in the AI Data Supply Chain
- Responsible AI Working Group
- Responsible Data Center Development Working Group*

**Initiatives address themes across the Focus Areas of Human Rights and Responsible Technology*

BSR's experience setting up and facilitating collaborative initiatives

BSR has served as a secretariat or facilitation partner for a range of independent corporate sustainability initiatives

SUCCESSFUL SPIN OFFS		BSR SELECTED AS SECRETARIAT	
 Responsible Business Alliance Formerly the Electronic Industry Citizenship Coalition Advancing Sustainability Globally	 Global Network Initiative	 GLOBAL IMPACT SOURCING COALITION	 PARTNERSHIP FOR GLOBAL LGBTQ+ EQUALITY
 Global Reporting Initiative™	 PSCI PHARMACEUTICAL SUPPLY CHAIN INITIATIVE Building responsible supply chains	 Sustainable Entertainment Alliance	BSR Healthy Business Coalition
 VOLUNTARY PRINCIPLES ON SECURITY & HUMAN RIGHTS	 REBA Renewable Energy Buyers Alliance	 GBCAT Global Business Coalition Against Human Trafficking	 TECH AGAINST TRAFFICKING
 MACN	 Clean Cargo	 Transform to Net Zero	 Fair Circularity Initiative

BSR brings the experience, credibility, and cross-sector expertise to design and deliver collaborations that meet this moment

BSR helps companies collaborate effectively by:

- Convening trusted networks across companies, civil society, funders, and other stakeholders
- Designing collaboration models—from technical working groups to pre-competitive initiatives and place-based partnerships—that fit the challenge
- Offering deep expertise across climate, human rights, supply chains, nature, community resilience, and responsible business
- Facilitating multi-stakeholder processes to build trust, alignment and coordinated action
- Translating complex sustainability challenges into practical tools, shared strategies, and implementation pathways
- Supporting governance, trust-building, accountability, and adaptation over time



BSR's Value

We help companies move from shared concern to coordinated action—and from collaboration to results.

Speaker introductions



Christine Diamante
Managing Director,
Business Transformation



Giulio Berruti
Managing Director,
Climate and Nature



Claudio Formisano
Global Lead, Human
Trafficking and Forced
Labor



Lindsey Andersen
Director, Responsible Tech



Charlene Collison
Managing Director,
Collaborations and
Partnerships

**Operationalizing
Sustainability
Roundtable**

**Climate and
Nature Working
Group**

**Tech Against
Trafficking**

**Responsible
AI Working
Group**

**Fair Circularity
Initiative**



Operationalizing Sustainability Roundtable

Our Mission

The Operationalizing Sustainability Roundtable is a peer-to-peer forum where companies work through real-world implementation challenges, share practical approaches, and strengthen the internal and external enablers needed for operational action.

Join Us

Contact Nina Hatch nhatch@bsr.org or Christine Diamante cdiamante@bsr.org to express interest and learn more.

Why Join?

- **Exchange practical insights and lessons learned** by workshoping real, current sustainability implementation challenges with peers across industries.
- **Test and refine approaches to operationalizing sustainability** across key enablers of implementation success.
- **Engage with a cross-company cohort of sustainability leaders** in a confidential setting, receiving ongoing, targeted input on a live implementation case studies.

How We Work

- **One kick off meeting** followed by **six, 1.5-hour BSR facilitated discussion sessions** each focused on internal and external **enablers of implementation success**
- **Each participant will have the opportunity to share a case** related to specific implementation challenge. During each session, we will have a brief “**Sprint to solve the case!**” where participants will receive real time feedback from peers, before an open discussion of approaches, challenges, successes, and emerging ideas related to enabler.
- **A closing document**, distilling insights and recommendations from discussion sessions

Participation Information

- **Timeline:** 2027 *once 8 companies confirm participation, duration ~ 7 months*
- **Participation Fee:** 10,000 USD
- **MEO Policy:** MEO can be applied toward participation fee
- **Target Member Type:** All industries and maturity levels welcome, core sustainability teams should participate and can invite colleagues for specific sessions
- **Expected Commitment:** Attend monthly 1.5-hour sessions with *active* participation



Climate and Nature Working Group 2027

Our Mission

An implementation-focused peer group helping BSR members turn environmental priorities into practical action, business value, and measurable progress.

We connect practitioners and support them to move from the what to the how.

Join Us

Contact Giulio Berruti at gberruti@bsr.org to express interest and help shape the 2027 agenda.

Why Join?

- **Accelerate implementation** by defining practical and realistic approaches with peers
- **Learn what works** through candid, cross-sector exchanges
- **Strengthen business decisions** by better connecting environmental priorities, and linked social priorities, to governance, investment, and procurement decisions
- **Stay ahead of change**, by accessing timely BSR and external expert insights
- **Unlock collective solutions** to address shared challenges

How We Work

Focused learning, confidential peer problem-solving, and targeted expert insights through two core workstreams:

- (1) From targets refresh to credible delivery
 - (2) “After the risk assessment”: turning insights into governance, investment, and resilience decisions
- Focus on facilitated peer problem solving, not presentations
 - Additional member-led sessions on specific topics where demand allows
 - 3 optional in-person gatherings in Singapore, London, New York – made possible through grant-funding
 - Proprietary practical insights – format defined with participants

Participation Information

- **Timeline:** Full-year 2027
- **Participation Fee:** US\$10,000/company
- **Member Engagement Option:** Applicable
- **Format:** 8+ virtual sessions; 3 optional in-person convenings
- 2027 grant support expands programme opportunities.



Tech Against Trafficking

Our Mission

Advance and scale the use of technology to prevent, disrupt, and reduce human trafficking, and to address technology-facilitated trafficking.

Join Us

Please email Claudio Formisano at cformisano@bsr.org to express interest.

Why Join?

- Advance and scale the use of technology to prevent, disrupt, and reduce human trafficking by harnessing your company's expertise and innovation.
- Inform responsible design and deployment of technology that upholds human rights and mitigates misuse by traffickers across online platforms and services.
- Strengthen and influence the supply chain data ecosystem on forced labor, supporting greater transparency, interoperability, and actionable insights.
- Collaborate with a global network of peers, anti-trafficking and lived experience experts, and civil society in a trusted forum to share insights, methodologies, and best practices.

How We Work

- **Core working groups:** Advance collaborative action through member-led working groups focused on Tech and AI Innovation, Online Trafficking, and Data Standards and AI in Supply Chains.
- **TAT Summit:** Convene the largest global event at the intersection of technology and human trafficking to accelerate innovation, share insights, and strengthen cross-sector collaboration.
- **Lived Experience consultation program:** Embed lived experience expertise into company policies, product development, and anti-trafficking strategies.
- **Policy engagement:** Inform and contribute to policy discussions on technology, online safety, and forced labor to help shape effective regulatory and industry frameworks.

Participation Information

- **Timeline:** January – December (members welcome to join at any time)
- **Participation Fee:** 60,000 USD (Founding Members); 25,000 USD (Associate Members)
- **Member Option Applies:** Yes
- **Target Member Type:** Technology and digital platform companies
- **Expected Commitment:** Participate in quarterly meetings and annual TAT Summit



Responsible AI Working Group

Our Mission

Support companies across industries in responsibly developing and deploying AI through peer learning.

Join Us

Please fill out the form [here](#) or email Lindsey Andersen at landersen@bsr.org to express interest.

Why Join?

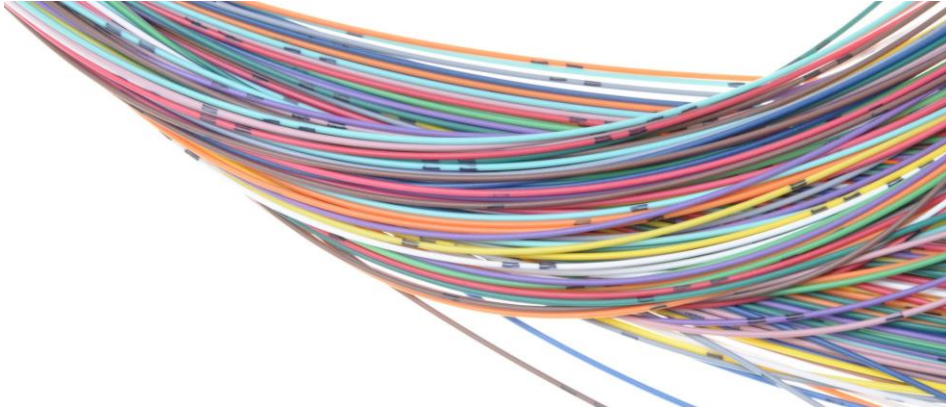
- Learn from other responsible AI practitioners across industries through open discussion of approaches, challenges, lessons learned, and practical experience.
- Learn from BSR and external experts about the latest in the fast-moving responsible AI field and stay up to date on the responsible AI news and guidance.
- Access resources and expert guidance on implementing responsible AI aligned with international standards, including human rights standards.

How We Work

- **Monthly meetings** alternating between unstructured “office hours” sessions where members can come with top-of-mind issues to discuss, and structured thematic meetings, with one meeting for US/EMEA and one meeting for APAC.
- Meeting topics will be selected and voted on by members
- Ad-hoc meetings when relevant – e.g. to facilitate WG member input into the development of responsible AI standards or to learn about a new multi-stakeholder initiative
- Members will have access to an email group and receive regular updates from BSR on the latest useful news, guidance, and resources for responsible AI practitioners

Participation Information

- **Timeline:** January – December
- **Participation Fee:** 15,000 USD; members joining late may receive a discounted rate
- **Member Option Applies:** Yes
- **Target Member Type:** Companies in any industry that have at least some responsible AI governance in place. Most companies have 2-3 consistent attendees with a focus on responsible AI. They come from a variety of roles, including legal/compliance, technical/IT, and sustainability/human rights.
- **Expected Commitment:** Participate in monthly virtual meetings, share your experiences and lessons learned.



Fair Circularity Initiative

Our Mission

Create an ecosystem to implement the Fair Circularity Principles within global, regional, and national policy, and within waste and recycling value chains to ensure the human rights of waste pickers are respected and that their critical role in circular value chains is recognized.

Join Us

Please email Laura Hansson at lhansson@bsr.org or Charlene Collison at ccollison@bsr.org to express interest.

Why Join?

- Participate in a forum, convening industry with civil society and waste picker representatives to demonstrate commitment to address social impacts in the informal waste sector and encourage action.
- Influence global, regional, and national policy in line with the Fair Circularity Principles, including through advocacy projects in strategic countries, and encourage wider uptake of the principles.
- Receive guidance and build capacity to engage with waste pickers and apply the fair circularity principles in company policy.
- Build expertise by engaging with waste picker groups and developing a broader understanding of the issues.

How We Work

- **Align stakeholders around fair circularity:** FCI convenes companies, civil society, and waste-picker representatives to implement the Fair Circularity Principles and uphold the human rights of informal waste workers.
- **Enable value-chain transformation:** FCI provides guidance, tools, and collective action to help companies address risks and promote waste picker inclusion in waste and recycling systems.
- **Drive policy influence and accountability:** FCI works to shape policy and public narrative while promoting shared progress among members.

Participation Information

- **Timeline:** January – December (members welcome to join at any time)
- **Participation Fee:** 35,000 EUR
- **Member Option Applies:** No
- **Target Member Type:** FMCG companies and other sectors; value chain partners
- **Expected Commitment:** Attend monthly member meetings and advocacy working group sessions; liaise internally with local teams in selected geographies/projects

Anti-trust statement

While some activities among competitors are both legal and beneficial to the industry, group activities of competitors are inherently suspect under the antitrust/competition laws of the countries in which our companies do business.

Agreements between or among competitors need not be formal to raise questions under antitrust laws. They may include any kind of understanding, formal or informal, secretive or public, under which each of the participants can reasonably expect that another will follow a particular course of action or conduct.

Each of the participants in this initiative is responsible for seeing that topics which may give an appearance of an agreement that would violate the antitrust laws are not discussed. It is the responsibility of each participant in the first instance to avoid raising improper subjects for discussion.

Chatham house rule and ground rules

When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

BSR presentations during the meeting will be recorded. The recording will be paused during any open discussions or breakout groups to allow a safe space for conversation.

*Note: the **presentation sections only** of this call will be recorded to share with members afterwards. Recording will be paused during discussions.*

ZOOM ETIQUETTE REMINDER



Please keep yourself on mute when you're not speaking.



We want to see you! If you can, keep your video on.



Jump in and participate! Either raise your hand, use the chat, or unmute yourself!



State your name & company when you jump in.

Collaboration Leads – Share your questions!



Christine Diamante
Managing Director,
Business Transformation



Giulio Berruti
Managing Director,
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Major 'Unsolved Challenges' Sprint: *US Member Day, NYC Oct. 8th*



Internal Challenge: How to secure leadership action and resources:

- Focus on business value and impact
- Demonstrate trade-offs
- Quantify impacts and risks
- Highlight how risks and costs can be shared
- Prioritize and find internal allies
- Leverage industry collaboration (e.g. BSR)



External Challenge: How to move towards collective action:

- Ignore raters (!)
- Conduct shared risk assessments
- Leverage industry and BSR networks

“

I've been a part of a number of groups where it's just companies trying to come together on their own to solve these problems. **It falls apart quickly. You've got to have structure.** You've got to have somebody who's holding the pen and driving the agenda so that it becomes an entity unto itself rather than just a loose collection of companies. **That's where you start to see the real change, and BSR has been doing this for over 25 years.**

”

Peter Nestor,

Global Head of Human Rights, Novartis

Member of BSR's Human Rights Working Group

Ingredients of a High-Performance Collaboration



Strategic leadership to anticipate emerging trends, maintain a big-picture view, and keep sight of long-term objectives

Collaboration and relationship management to integrate diverse perspectives, facilitate complex processes, and build trust

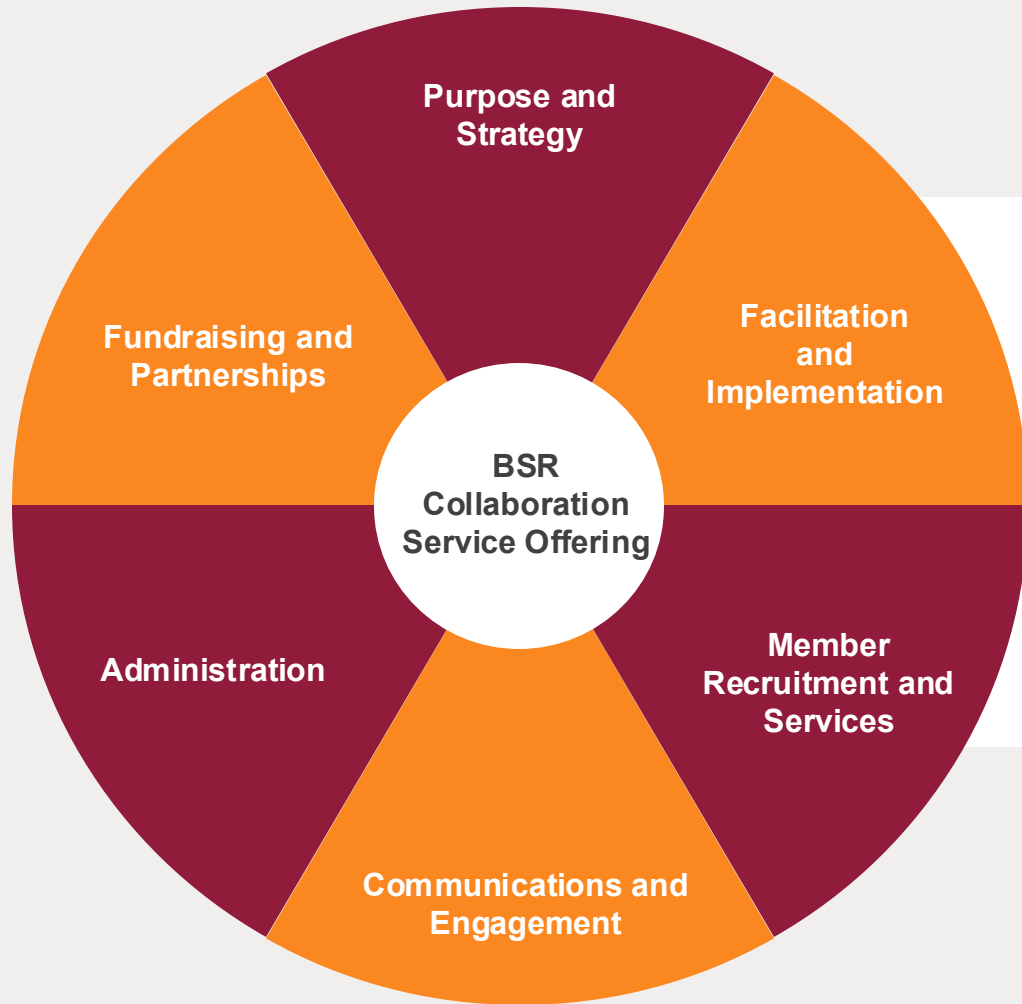
Operational excellence and project management to coordinate stakeholders, manage meetings and contracts, and drive effective execution, including appropriate use of technology

Subject-matter and collaboration expertise to navigate collaboration lifecycles, bring relevant ESG knowledge, generate tailored insights, and communicate impact

Innovation and adaptability to solve problems creatively, navigate uncertainty, and respond to changing circumstances

BSR's Collaboration Services

BSR creates, manages, and helps companies and partner organizations take existing collaborations to scale.



BSR provides strategic leadership, expertise, and secretariat support services for companies and other partners to collectively address critical issues in sustainable business.

All BSR-hosted collaborations benefit from a comprehensive suite of support services tailored to each initiative's needs.

Members of BSR receive preferential access to:

Collaboration

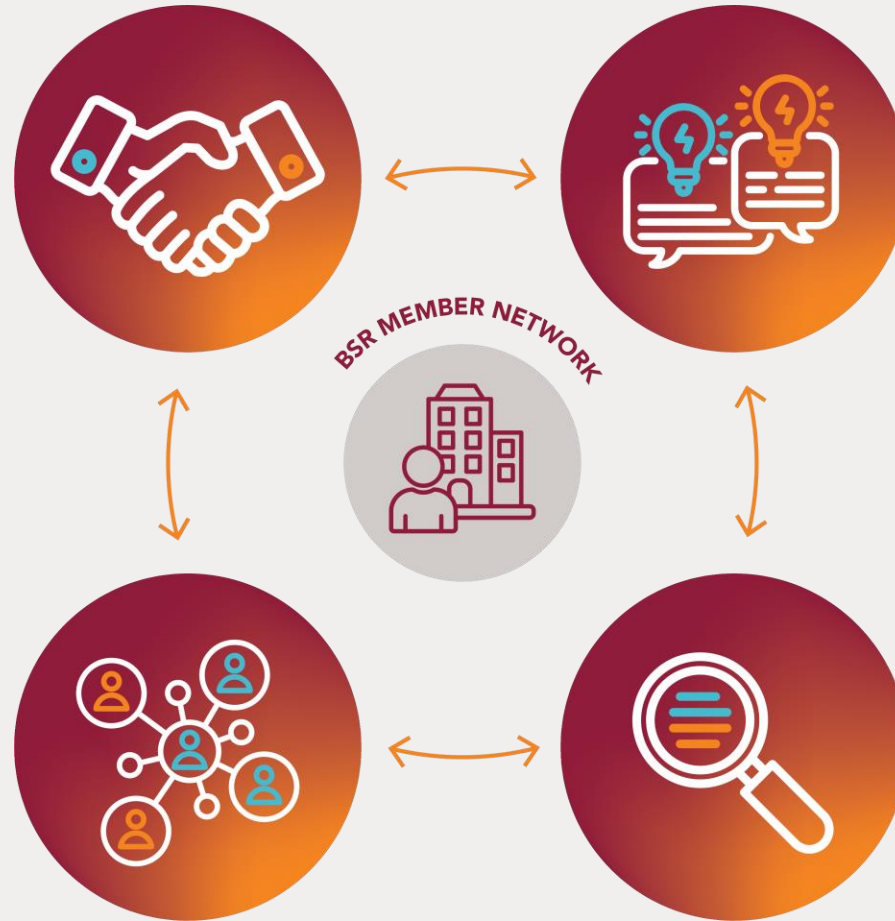
Opportunities to collaborate with peers and partners to address systemic and sector-specific challenges, share best practices, scale impact, and strengthen company performance

[BSR Collaborative Initiatives >>](#)

Convening and Networking

Opportunities to learn from experts, network and share knowledge with peers, and convene in trusted spaces around pressing sustainability challenges

[Events >>](#)



Advice

Actionable advice to improve resilience and create long-term value for your business and society

[BSR Advisory Services >>](#)

Insights

Advice and insights developed by BSR's global experts to help you see a changing world more clearly and keep you informed of emerging trends critical for strategic decision making

[BSR Insights >>](#)

Trial Membership Offer: Join a BSR Flagship Collaboration

BSR's business-led collaborations provide a safe, trusting environment for companies to learn from their peers, see a changing world more clearly, and develop and put into practice innovative solutions that benefit both business and society.



Offer

To introduce new companies to BSR's membership model, we are offering a one-year opportunity to join a flagship, members-only collaboration at a special introductory participation fee. Nonmember participants will have full access to collaboration benefits without committing to full BSR membership.



Terms

- This offer is available to organizations that have not held BSR membership within the past five years.
- Limited to first-year participation in Future of Reporting or Human Rights Working Group.
- **Introductory participation fee: US\$25,000 per year.**

Trial members will have access to all virtual and in-person meetings, meeting recordings, materials, and opportunities to connect with existing members.

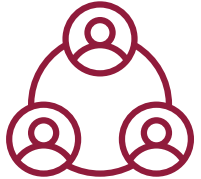
Following the one-year period, continued participation will only be available through BSR membership.



Q&A

Please enter your questions in the chat

Collaborate with BSR



Join a BSR
collaboration



Ideate collaborative
concepts with peers



Partner on developing further
research on collaboration
leadership



Fund program implementation
and scale impact



Learn more by visiting our [website](#) or emailing us at: collaborations@bsr.org.

Thank You

About BSR® (Business for Social Responsibility®)

BSR® is a sustainable business network that provides global insights, strategic advisory services, and collaborations to nearly 250 member companies in Asia, Europe, and North America. BSR® helps its members to see a changing world more clearly, create long-term value, and scale impact.

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