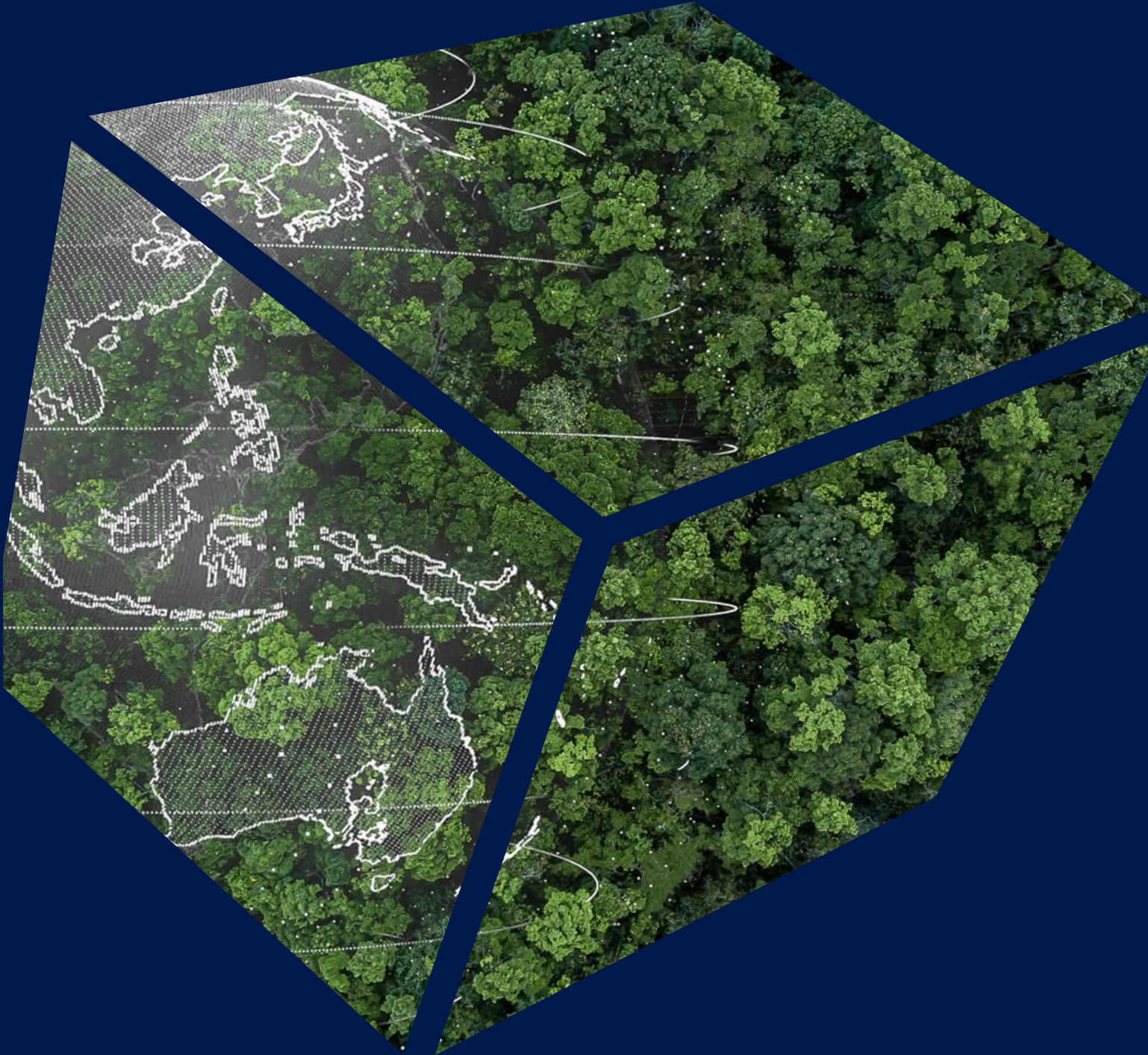




Candidate brief for the position of Chair, Supervisory Board World Benchmarking Alliance

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About World Benchmarking Alliance

The World Benchmarking Alliance was launched in late 2018 following a year of international consultations, expert meetings, and online surveys, with more than 10,000 stakeholders representing business, civil society, government, and consumers themselves. Forged through collaboration, it aimed to provide free and publicly available data on the companies that have the most impact on society and the environment. This includes both peer-to-peer pressures for those companies as well as empowering stakeholders by providing them with data to make decisions.

Since its inception in September 2018, WBA has assessed and benchmarked 2000 of the world's most influential companies' contributions and performance aligned with the UN Sustainable Development Goals (SDGs) and global agendas such as the Paris Agreement.

From the results, WBA knows that beyond some inspiring exceptions, most companies are not contributing enough for the world to achieve its global agenda of fighting climate, restoring nature, and reducing inequality. Companies' impact on these issues simply isn't consequential enough to their success. As a result, companies don't live up to their responsibility and are unlikely to take the urgent action needed.

The WBA believes therefore they need to strengthen corporate accountability. With the launch of the white paper, Corporate Accountability: Closing the Gap in Pursuit of Sustainable Development, WBA aspires to lay a conceptual foundation for the efforts required to close this gap. If this paper illustrates one thing, it is that closing the gap will require a truly collective effort: ranging from UN agencies to investors and from regulators to indigenous communities.

This means WBA needs to gear up for the next phase of their evolution. Closing the corporate accountability gap will require a truly collective effort, working with the UN, leading companies, financial institutions, civil society, media, and governments. WBA will therefore take on this effort together with their government and philanthropic partner and our multistakeholder alliance, comprising now over 400 organisations. The Allies come from civil society, business, and industry platforms, reporting frameworks and

standards-setters, multilateral organisations, research and academic institutions, sustainability consultancies, and financial institutions, including investors representing \$15 trillion in assets under management.

At the same time, WBA is moving towards a new rhythm for research and publication of their benchmarks. Going forward WBA will launch all benchmarks, across seven systems transformations in one moment, once every two years, starting in January 2026 with more focus on deeper insights and engagements in the years post-launch.

WBA believes that this new rhythm and focus on strengthening corporate accountability allow WBA to broaden its influence and deepen its impact. The impact that WBA defines as improving the lives and environments of those most directly impacted by companies.

Maximising this opportunity requires that WBA continues to strengthen its growing organisation. Today WBA employs 120 people, representing 41 nationalities present in 29 countries, operating on €13 million annual budget. Both are projected to grow to 150 people and an annual operation budget of €16 million to meet the ambition.

For WBA to deliver its benchmarks with the speed and quality necessary it needs to act as a flexible and resilient living system. Our adaptation of a TEAL culture, which has the principles and practices needed to adopt an organisational culture of self-management, wholeness and evolutionary purpose. We believe that applying such principles makes WBA more apt to evolve organically according to both its purpose and changing needs.

WBA aspires to have a staff presence in the regions where the companies we assess have their headquarters, the organisation has a dynamic, and diverse global team and it is imperative for the Supervisory Board of the organisation to be globally dispersed and diverse.

Vision

A society that values the success of business by what it contributes to the world.

Mission

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

Values

Be aspirational and inclusive, stay independent and make it simple.

To find out more about WBA please see

<https://www.worldbenchmarkingalliance.org/>

Governance Structure

World Benchmarking Alliance is an independent foundation under Dutch law, with a broad group of allies who provide the necessary support and credibility to be a successful driver of change. WBA's two-tier governance structure consists of a Supervisory Board and an Executive Board.

Current members of the Supervisory Board are:

- Anthony Cheung - Managing Director ESG, Polymer Capital and Board Governor & Green Finance Convenor, Friends of the Earth (HK)
- Diane Holdorf - Executive Vice President and member of the Senior Management Team, (WBCSD – World Business Council for Sustainable Development)
- Jan Mattsson - CEO, M-Trust Leadership
- Joyce Cacho - President, Adinura Advisory Services

- Lysa John - Executive Director of the Atlantic Institute
- Paul Druckman - Chair of the WBA Supervisory Board
- Victoria Márquez-Mees - Chief Accountability Officer, European Bank for Reconstruction and Development (EBRD)
- Jane Diplcok - Member Supervisory Board GRI, Vice President Abu Dhabi Global market Appeals Panel, Member Advisory board Persefoni, Director Singapore Exchange Reg Co, Member Board Wellington Zoo
- Beatrice Hamza Basse - Board of Trustees Member, Vornado Realty Trust, Independent Board Member at IGT, Board of Directors, Banque Populaire Du Rwanda, Member of Audit Committee, Risk Committee and Remuneration Committee, Chair of Risk & Compliance Committee, African Banking Corporation of Botswana Limited, Chair Of The Board Of Directors, Union Bank of Nigeria

Current members of the Executive Board are:

- Charmaine Nagel, Finance & Operations Director
- Gerbrand Haverkamp, Executive Director
- Lourdes Montenegro, Research & Digitisation Director
- Paulina Murphy, Engagement & Communications Director

Opportunity

Joining the World Benchmarking Alliance as the Chair is an opportunity to make a significant impact on the critical global issue of valuing the success of business based on what it contributes to the world and be part of a respected and global movement that is making evident progress in measuring and incentivising business impact towards a sustainable future that works for everyone.

The Supervisory Board plays an important role in ensuring WBA has the right strategy, resources, and governance to pursue its vision and purpose. As Chair of the Board, you will be part of an environment in which people see and value the other person and are aware of the fact we need each other to create impact while driving the alignment of corporate performance with sustainability objectives. You will oversee the governance-related functions and outcomes of the alliance, which includes providing strategic oversight and supporting the Executive Board to provide the support, insight, and forecast the organisation needs for swift and quality decision-making. The Chair of the Supervisory Board is coming to the end of his term and WBA is seeking to find a successor that can help the organisation embark on this next phase.

The role

The Supervisory Board Chair is expected to provide strategic leadership in the following areas of work:

- Leading the Board in helping WBA achieve its strategy and mission;
- Raising the international profile of the WBA as a 'go-to' institution for corporate accountability in support of sustainable development;
- Support and challenge the Executive Board in developing and executing the strategy, work program, and matters related to people and finance;
- With the support of the Supervisory Board, supporting the Executive Director in ensuring that the WBA Executive Board (the "Executive") is appropriately staffed and resourced to deliver WBA's strategy, vision, and mission, and operates per its values;
- The Chair is part of the Nomination Committee, which is, on behalf of the Supervisory Board responsible for

recruiting, onboarding, and evaluating other Supervisory Board members;

- Working closely with the Executive Board of the WBA to achieve the above and much more;
- The Chair enables and ensures that the Supervisory Board is guiding and overseeing the Executive Board in pursuing WBA strategy, in line with its mission and values;
- The term of this role is for three years and is eligible for reappointment for a second term.

As with any multi-stakeholder initiative, one of the measures of success for the WBA is its ability to build on different points of view to generate a united front – in this case, one that will push for the alignment of corporate performance with sustainability objectives. This difference in opinions and approaches can be a powerful force for change; it can also become a risk to the institution if not managed properly. Managing stakeholder expectations is therefore essential for long-term success and viability. It is also critical that the independence, impartiality, and integrity of the WBA and its benchmarks occur at all times.

Time Commitment and Compensation

The Supervisory Board expects the time commitment for the Chair to be approximately 3-5 days per month. This is to account for the different facets of the Chair's role, including inter alia preparing and chairing the Supervisory Board meeting four times a year and providing regular strategic guidance to the Executive on WBA matters, developments, and ambassador functions. WBA will provide support staff to facilitate the Chair's time commitment. Remuneration of the Chair (i.e. no fee) is per the Dutch Code of Conduct for non-profit organisations (Algemeen Nut Beogende Instelling, ANBI). Travel costs and expenses related to travel will be reimbursed in keeping with organisational policies.



Candidate Profile

The World Benchmark Association (WBA) is seeking a dynamic, forward-thinking individual to serve as Chair of the WBA's Supervisory Board. The ideal candidate will be passionate about joining a global movement committed to closing the corporate accountability gap through collaboration across regions and stakeholder groups and enabling others to collectively drive change.

Qualifications & Experiences

- Long-standing knowledge of and operating experience in the field of sustainability, ESG investing, sustainable finance, and/or UN engagement, international development and non-profits;
- Governance, risk orientation, and compliance understanding that affords one the ability to manage board meetings, decision-making processes, performance review, and exceptional resource stewardship;
- Ability to recognise, identify, and target external events, convenings, or fora at which to promote WBA and act as an ambassador by speaking (fundraising experience is advantageous);
- Experience and propensity to provide the Executive Board with guidance on matters relating to strategy, operations and growth;
- Fluent in English.

Competencies

- Strong sense of accountability and responsibility, as evidenced by experience in leading complex, highly matrixed teams and organisations in a multi-stakeholder environment;
- Innovative ways of thinking about and building organisations, including those that span a global presence;
- Diplomatic leadership and a solid understanding of the politics and inter-relational components of the sustainability world as it relates to corporate reporting, measurement, benchmarking, and accountability;
- Experience that commands respect, affords one a deep network, and the ability to open doors on issues around ESG, sustainable finance, responsible investing, and the linkages with the SDGs and WBA;
- Experience of working with a globally diverse organisation and team (to navigate cultural and other contextual differences within the Supervisory Board and WBA).



Search Process

Approach candidates

We will have an initial discussion with you over the phone to determine your interest and suitability for this role, and discuss a little about your background and aspirations.

Interview candidates

Once your interest and suitability have been determined we will arrange for you to meet with the Partner leading this search.

LeaderFit™ Profile

To provide a full circle insight of our shortlisted candidates and their prediction of success, we will ask all our shortlisted candidates to take part in the Wave questionnaire to generate the LeaderFit Profile. This provides greater insight to critical leadership behaviours and competencies.

Shortlisting

Having met with candidates who will differ on experience, ambition and background, we will put forward a number of candidates whom we feel most meet the criteria.

Meeting our clients

WBA will invite a selection of candidates on the shortlist for an interview. This will give you the opportunity to really understand the role, the organisational culture, and their expectations of you. You will more than likely have multiple meetings with key stakeholders to get a feel for the culture.

Due diligence

As you will appreciate, you will have conducted due diligence on WBA and they will expect us to do the same for the candidates who they anticipate would really bring that 'something special' to the business. A reference check and online google check could be part of the process.

Acceptance

If you are the right candidate for the position, we will closely consult with all parties involved to determine when the collaboration will commence.

Ongoing communications

We like to maintain contact with all candidates from a search. If you have been successful in this activity we will meet with you after your first month to ensure that your expectations have been met. If you have not, we will ensure that you gain full feedback and we will maintain a relationship with you for the future.

Process timeline

From the moment candidates are approached our process timeline for candidates to be interviewed by clients is approximately 4 - 6 weeks depending on availability.

Inclusion & Diversity

We do understand the importance of Diversity and Inclusion and WBA is committed to create a diverse and inclusive working environment across their organisation. A core objective of our search process is to identify a diverse set of high potential candidates that supports their commitment.

Confidentiality

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence. Any discussions will be conducted under the terms of a formal nondisclosure agreement

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and /or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.



Candidate Charter

Talented people are our lifeblood. Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it
- Work to make your candidacy as strong as it can be
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence
- Be inclusive, open and fair-minded
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can

- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment
- Take a long-term view, recognizing that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles

If ever you feel we have not lived up to the letter or spirit of this [Candidate Charter](#), please tell us. We want to know. Please mail to kristien.janssen@odgersberndtson.com



Further Information & How to Apply

In our office in Amsterdam, over 35 employees work with great pleasure and dedication to improve each day and exceed our client's expectations.

Our firm is the largest in both the United Kingdom and Canada and is the second-largest globally, outside of the U.S. Odgers Berndtson was established in 1966 and has over 60 global offices. We typically only conduct retained executive searches for positions ranging from Senior Managers to Board Members.

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is by email to Sjoerd Kooistra at: sjoerd.kooistra@odgersberndtson.com.

For this position we work with the following team:



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