



Making climate transition plans a driver of corporate resilience

Public Forum | 18 May 2026

Today's agenda

- Introduction to WBA and scene setting
- Introduction to Climate Transition Plans
- **2026 ACT Core Assessment deep dive:** how are companies performing on Climate Transition plans?
- **Looking ahead:** WBA's evolution towards an Integrated Transition Assessment, bringing together climate, nature and social priorities





Introduction to WBA

Insights as a beacon for progress

- The **future is precarious** and the need for action is inescapable.
- The risks linked to people and planet are **more visible**, and **more consequential**, than ever.
- **Climate, nature and social risks** are compounding, and reshaping how companies **operate, compete and survive**.
- These are not future risks. They are **present realities**, now accelerated by the rise of AI and its profound, cross-cutting **effects on the environment, our labour markets and society**.
- Yet there is no pathway to a stable, sustainable future **without business transformation**.



The leading 2,000 companies that are shaping our future



Headquartered in
82 economies



Operate across
221 countries and territories



Generate over
\$53 trillion
in revenues (equivalent to 47% of global GDP)



Responsible for
55%
of global energy-related emissions

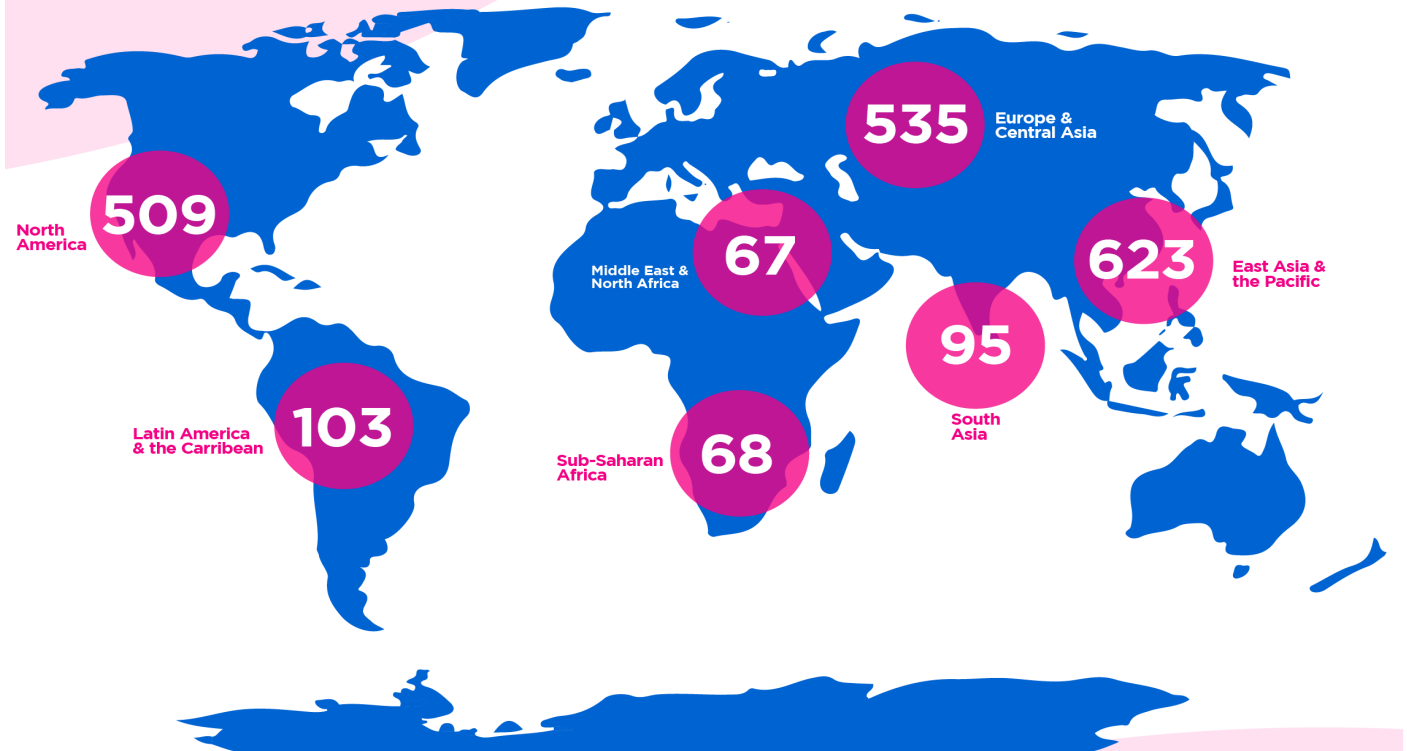


Employ
107 million
people directly



They employ
550 million
additional workers in their supply chains

The **2000** most influential companies



Understanding corporate accountability

- Corporate Accountability is a process that **helps us move from the global agendas to company transformation.**
- Effective corporate accountability **requires a collective effort.**
- Corporate accountability makes the impact that companies have on people and planet **consequential to their success.**
- By strengthening the Corporate Accountability process, we help **companies transform**, to improve lives and protect our planet.



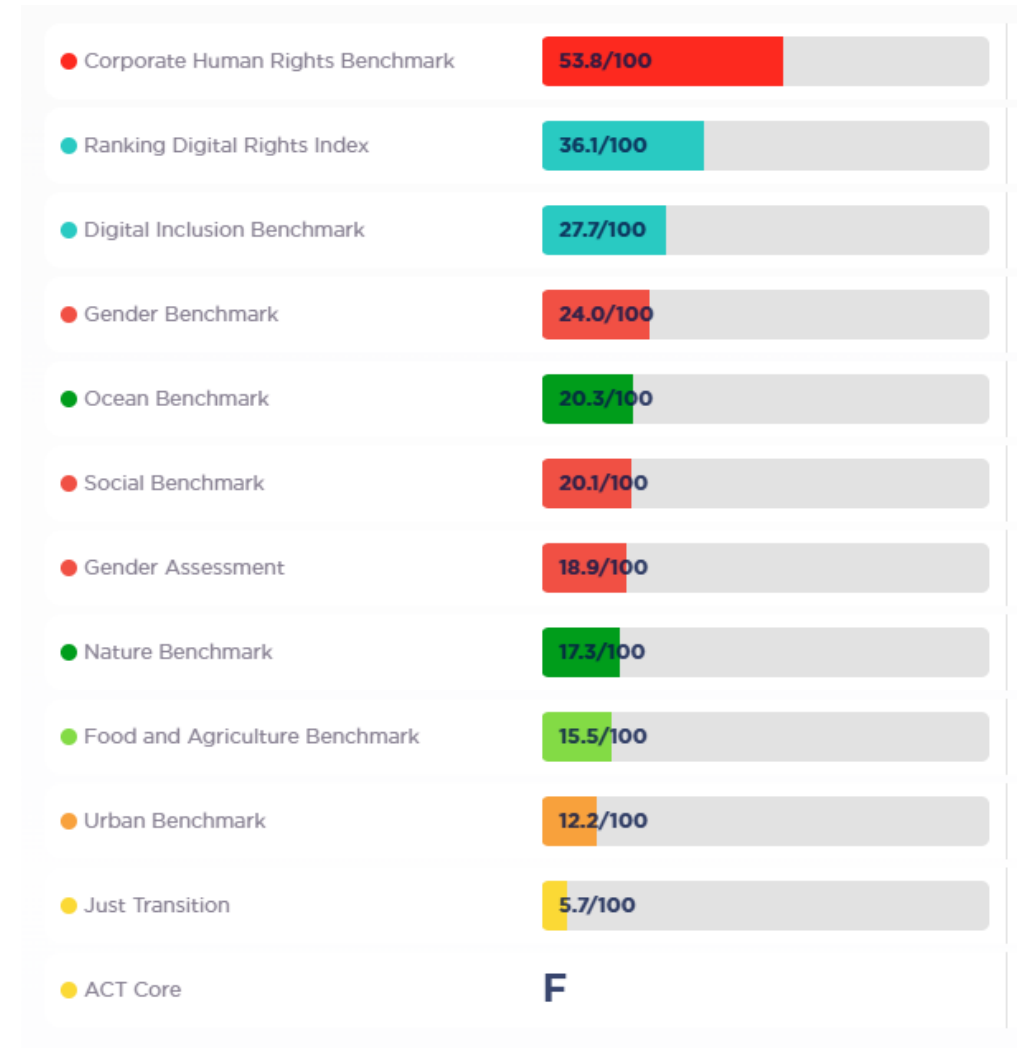
How WBA is making sustainability impact consequential

- Translating the **global agendas** and the needs of **people most affected** into methodologies to assess companies.
- Methodologies **create clarity and guidance for companies** to live up to their role and responsibilities.
- **Assess the impact of the world's 2000 most influential companies, with a full assessment completed in 2026.**
- Bring our benchmark results, data and insights into the **public domain, freely available to society at large.**
- Work with Allies, partners, companies and policy makers, so that together, we **make the impact of companies consequential to their success.**



Our benchmarking and assessments are tools to drive corporate accountability

- In January 2026, we published **benchmarks, scorecards and key findings for 2000 companies**, revealing how they are leading and lagging on sustainable development
- Data and insights from this launch are supporting companies and key stakeholders to drive **faster and bolder corporate action**.
- This matters:
 - What gets measured gets managed
 - What gets compared gets improved
 - What gets published gets acted on



How benchmark results are used



By companies

- Roadmap and gap analysis tool
- Comparing performance with competitors
- Learning from best practices



By governments and intergovernmental organisations

- Signalling policy gaps
- Tracking policy impacts



By investors

- Individual and collective engagement with companies
- As a basis for shareholder resolutions
- Risk identification



By civil society organisations and media

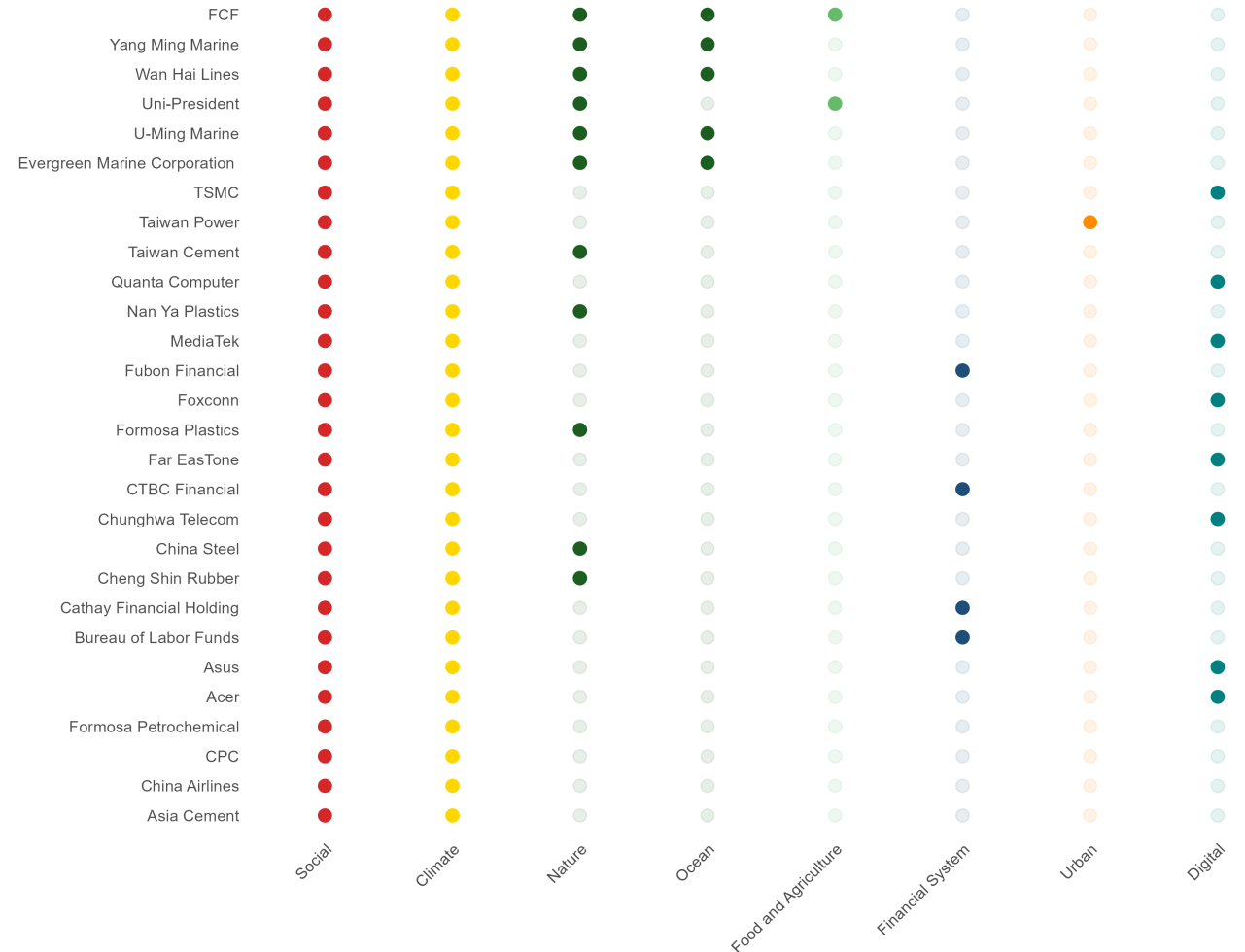
- Holding companies accountable
- Integration into (research) projects
- Create awareness
- Inform campaigns

Spotlight on Taiwan: companies

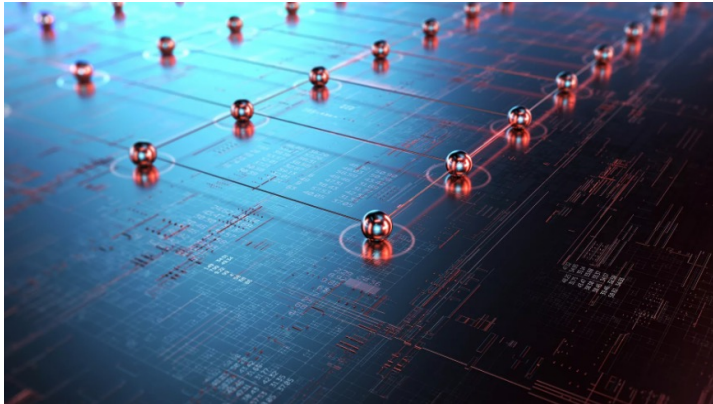


- **28 Taiwanese-headquartered companies** assessed in our benchmarks
- **24** real economy companies
 - **1.4 million** employees
 - Account for **71.5%** of Taiwan's national territorial emissions based on Scope 1 reporting
- **Strong partners like TCAN** that help us drive our mission forward, e.g. through events, research and other initiatives.

Benchmark assessment by company



The operating context of these companies



Global supply chain pressure



Energy security



Increasing climate risk



Investor & regulatory expectations

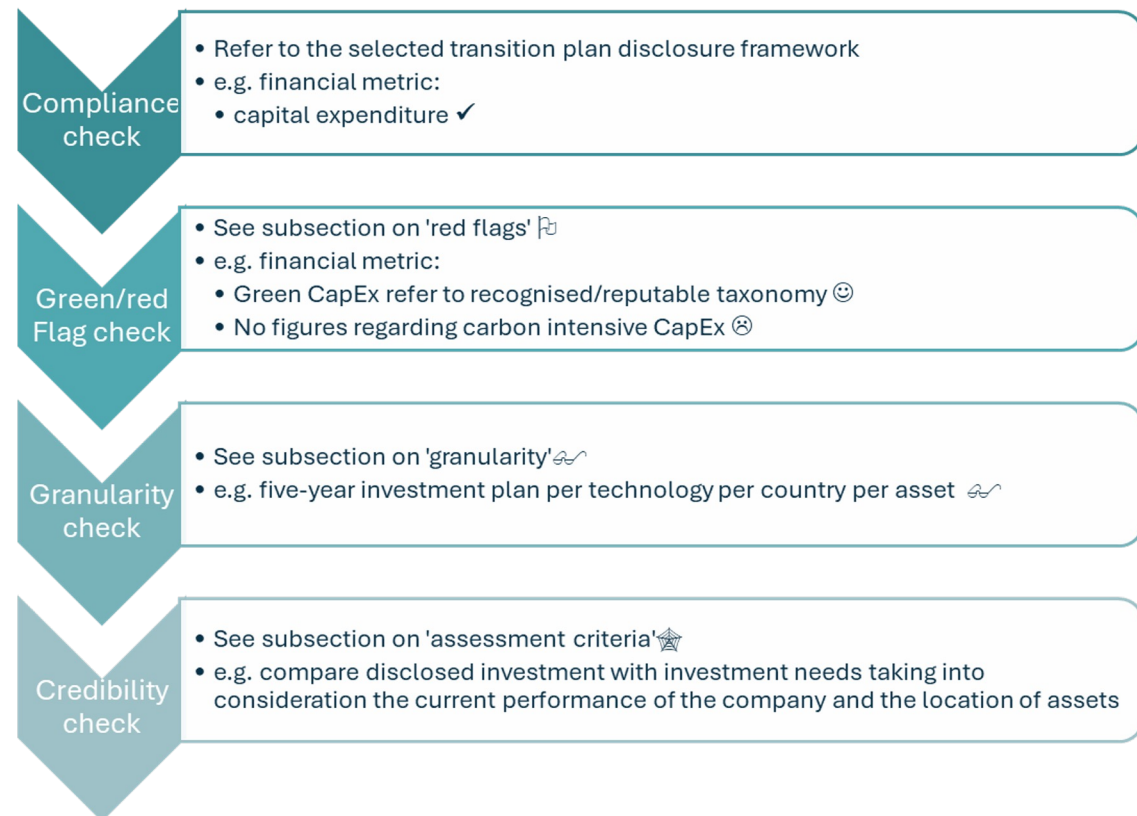
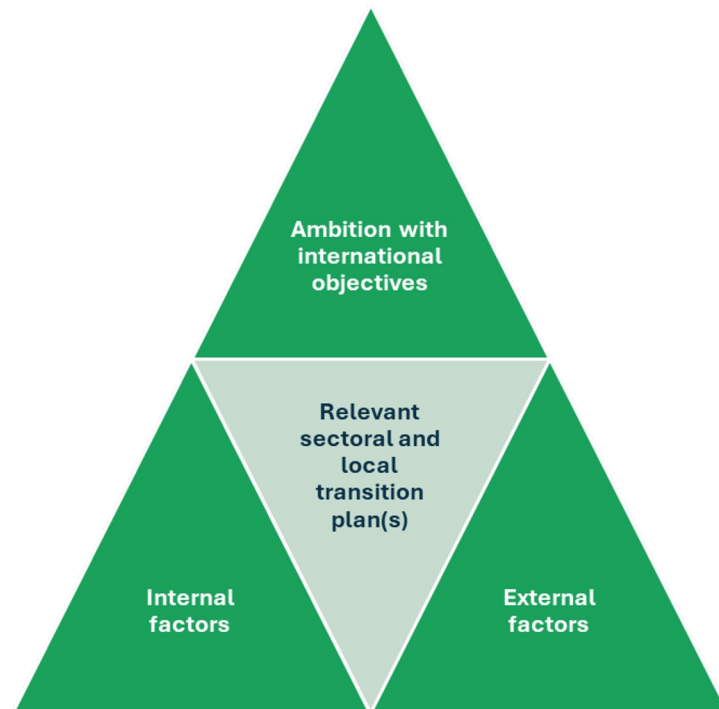


The illustration on the left side of the slide depicts a multi-layered scene. At the top, a line graph with colored dots (yellow, green, orange, red) trends upwards against a background of stylized buildings in yellow, green, orange, and red. Below this, a man in a white shirt and blue shorts walks a dog on a leash, with a world map and a globe in the background. In the middle section, a man in a suit and a woman in a dark suit are engaged in a discussion, looking at a large digital screen that displays a network diagram. At the bottom, a man in a yellow hard hat and overalls is working on a large circular chart with a bar graph inside. To his right, three small profile cards with bar charts are visible. The entire scene is set against a blue background with a grid pattern.

Climate transition plans

What are credible climate transition plans?

“An aspect of a company’s overall long-term strategy that lays out a set of short-, mid- and long-term targets, actions and resources, with accountability mechanisms, to align the company’s business activities with a net-zero GHG emissions pathway that delivers real-economy emissions reductions with the objective of limiting global warming to 1.5°C and minimising the company’s systemic climate transition risks.” **ATP-Col Framework and Guidance**



From commitments to action

- Many companies have net-zero targets
- Far fewer have credible plans to achieve them
- Transition plans bridge this gap

Why transition plans are crucial:

- Link strategy to real-world action
- Align capital allocation with climate goals
- Enable accountability and credibility
- Drives a system approach

A tool for all stakeholders:

- Companies → strategic clarity
- Investors → decision-useful information
- Governments → policy alignment



Companies are seeing the value



Manage transition risks:

Regulatory
Market
Physical
Stakeholder and consumer expectations



Unlock opportunities:

Innovation
New markets
Cost efficiencies

Global momentum is clear

- Transition planning is becoming a global expectation
- Driven by:
 - Disclosure standards (e.g. ISSB (IFRS climate related disclosures))
 - Investor demand
 - Policy frameworks



Opportunity for leadership

Good practices examples

Acer, Taiwan Cement, Wan Hai Lines

- 5 elements of transition planning
- Above 'Basic' on Targets
- Implementing decarbonization actions/levers
- Evidence of low-carbon investments

Companies such as TSMC have great potential for leadership by adopting long-term Scope 1&2 + 3 targets along with SBTi validation

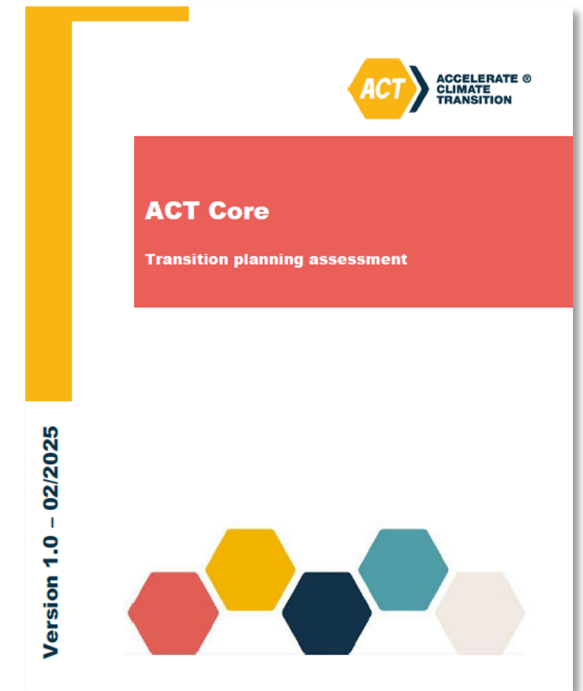


The results



ACT Core Methodology

- ACT Core was first applied for the benchmark year 2025/2026.
- ACT Core indicators build on the established ACT Sectoral methodologies.
 - It's broken into two categorizations:
 - Transition Plan Quality (elements in areas A, B and C)
 - Contribution To Transition (elements in areas D, E and F)
- Ladder approach, reaching one category is contingent on reaching the previous. Total of 7 categories, from G (worse) to A (best)



ACT Core company categorization



TPQ: Transition Plan Quality

Area A: emissions and target reporting

Area B: transition planning and suppliers/clients

Area C: governance and lobbying

CTT: Contribution to Transition

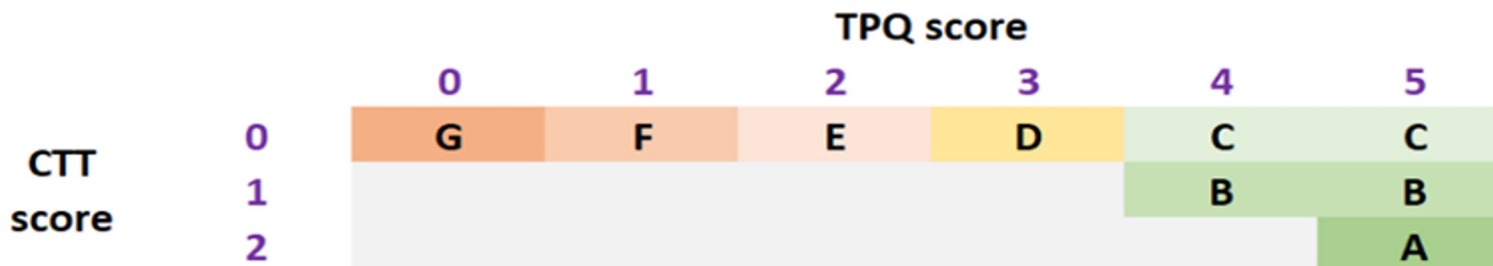
Area D: investments and business models

Area E: target alignment

Area F: emissions performance

- Qualitative
- Plan/strategy details
- Disclosure

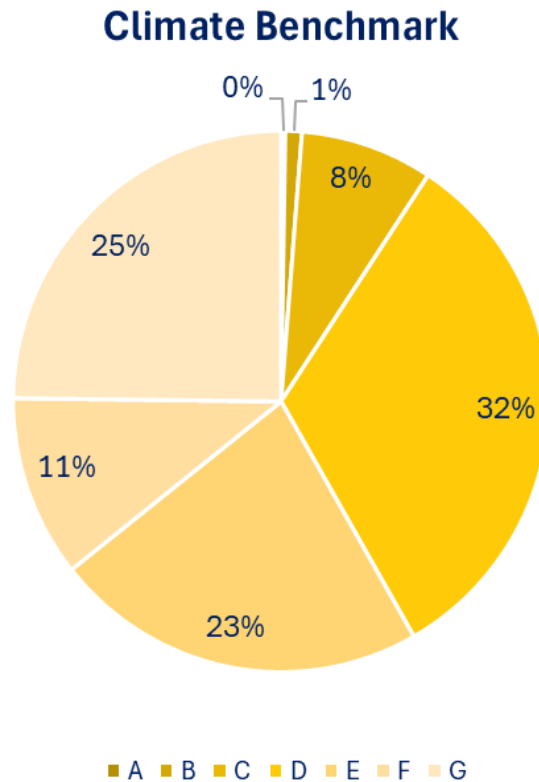
- Quantitative
- Financial aspects
- Performance



The framework requires planning and performance to be treated as inseparable.

Climate Benchmark Results

- Top 3 companies are **Utilities**
- **32%** of the companies received grade **D** (**Unstructured plan execution**)



1,600

Companies listed

COMPANY NAME

▲ TOTAL SCORE

Orsted

A

EDP

A

Schneider Electric

A

Enel

A

EDF

B

Danone

B

Adidas

B

Sanofi

B

Stellantis

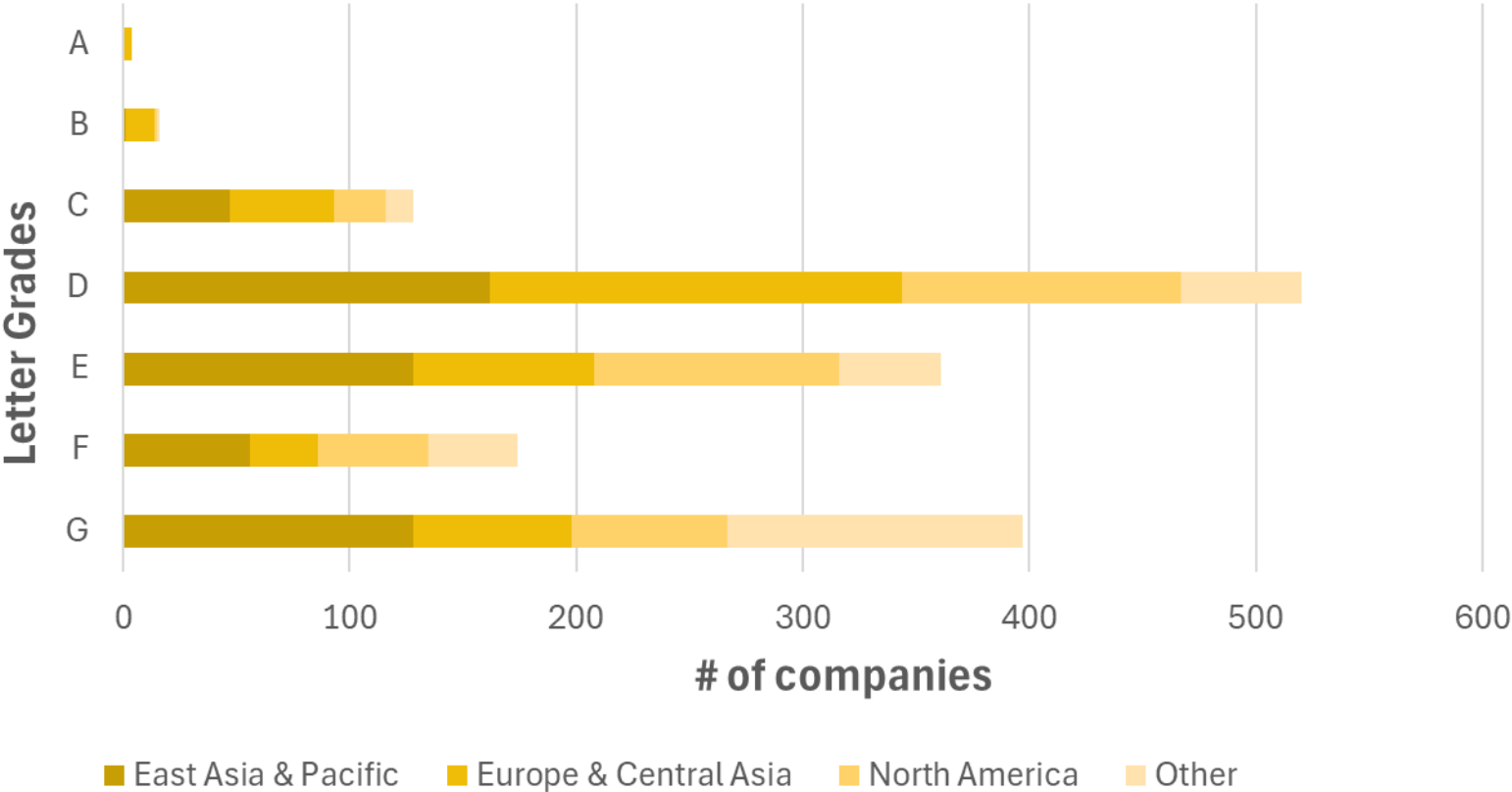
B

Vattenfall

B

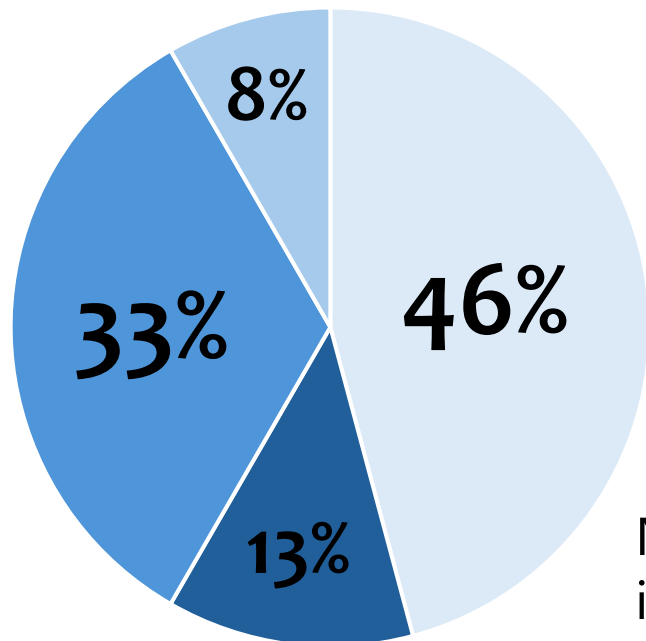
Most top performing companies are headquartered in Europe

Regional Performance (Grades A-F)



Climate targets | Taiwan focus

Near-term SBTi
WB2C target



Near-term
SBTi 1.5C
target

No near-term
targets

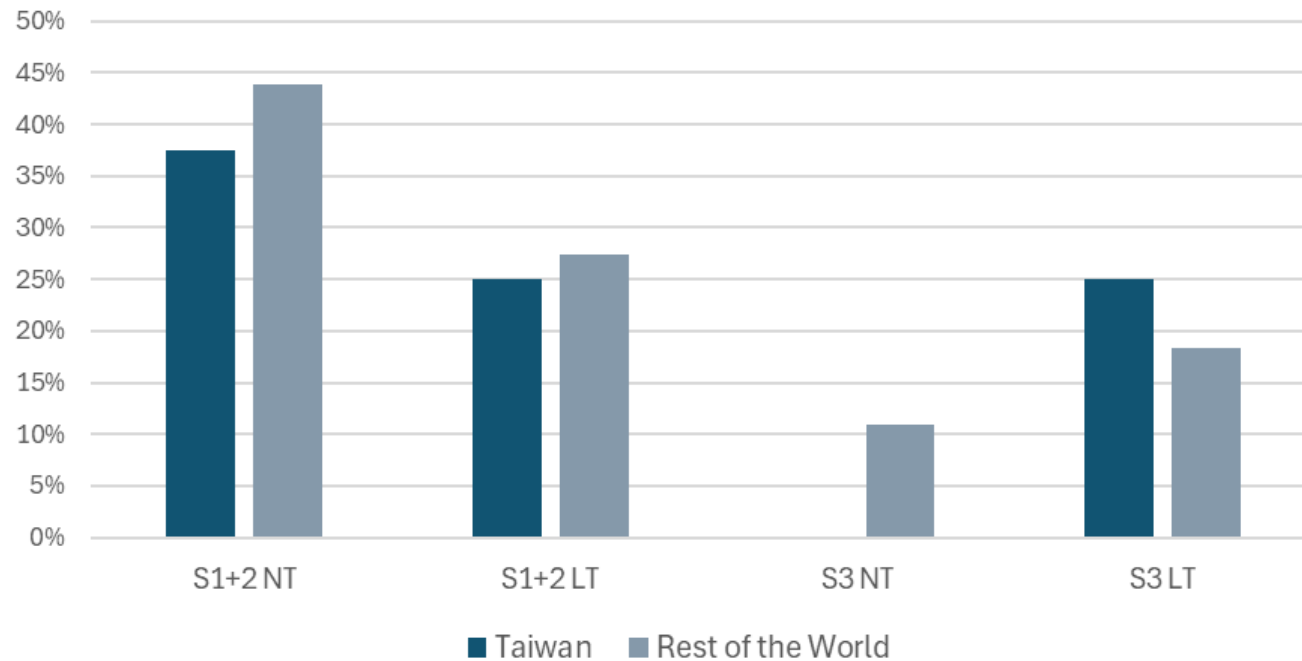
Near-term target that
is not SBTi

24 real economy companies HQ'ed
in Taiwan are evaluated.

**41% of the companies have a
near-term SBTi approved target**
and only 13 % do not set a near-
term target.

Sector deep dive: Digital Companies

1.5°C Target Alignment of Digital Companies



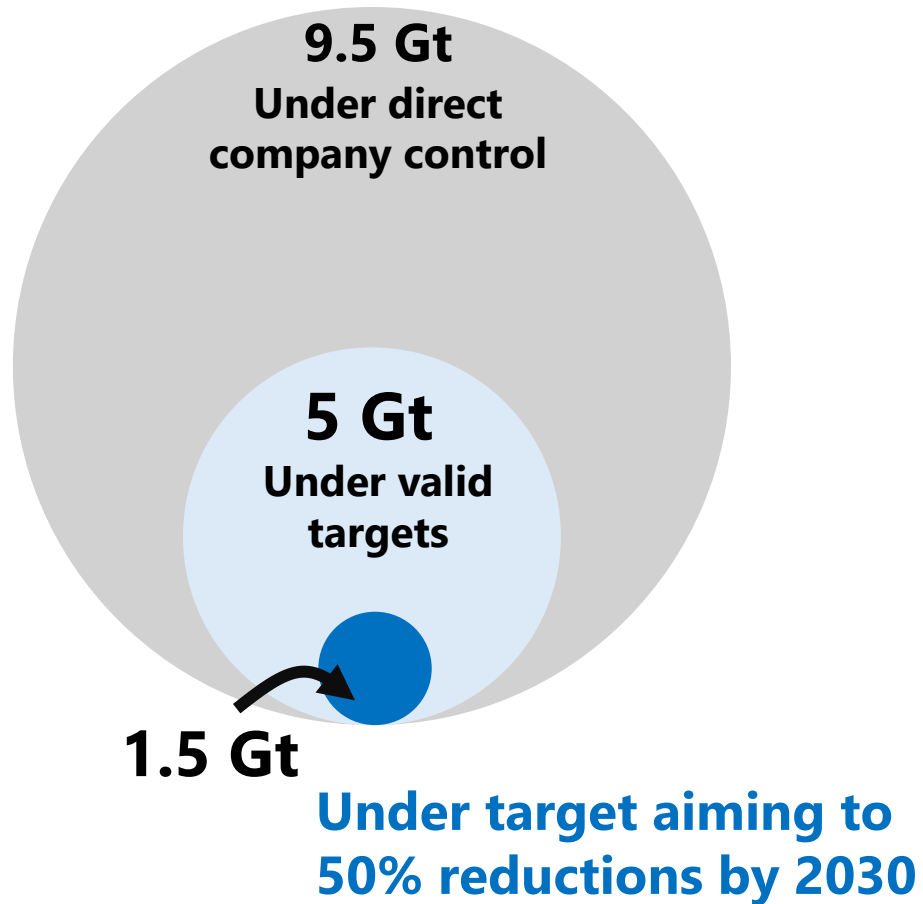
Taiwanese digital companies show slightly lower overall 1.5°C target alignment than global peers, particularly for near-term Scope 1+2 targets. While long-term Scope 3 commitments are comparatively stronger, **the absence of near-term Scope 3 alignment** highlights a critical implementation gap.

This gap is especially significant given Taiwan's outsized role in global semiconductor and electronics manufacturing through companies such as TSMC, whose transition planning have implications far beyond domestic emissions.

2026 Insights | Ambition in corporate targets



Global CO2 emissions...



In 2024 operational emissions in the 2000 most influential companies are **at least ~ 25% of global energy-related emissions**.

But only about **4% are bound by ambitions valid near-term reduction target**.

For **each ton of CO2** under an ambitious near-term target there are...

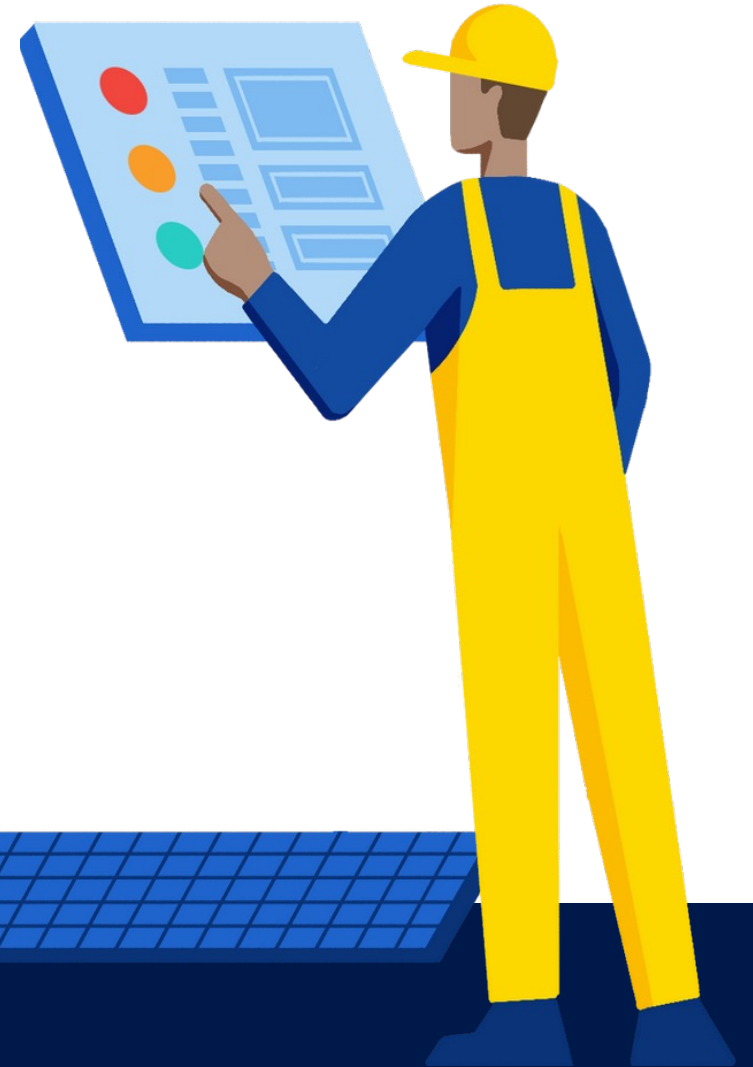
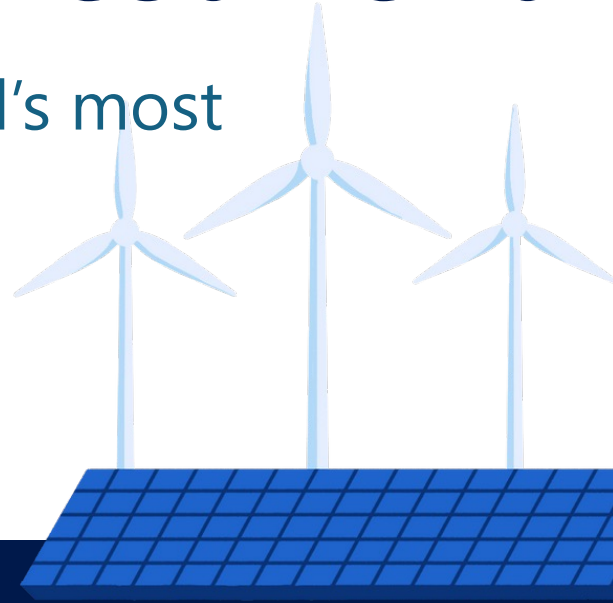
East Asia **13 tons**

Global **6 tons**

... **poorly addressed/unconstrained**

\$1.3 trillion in low-carbon investment

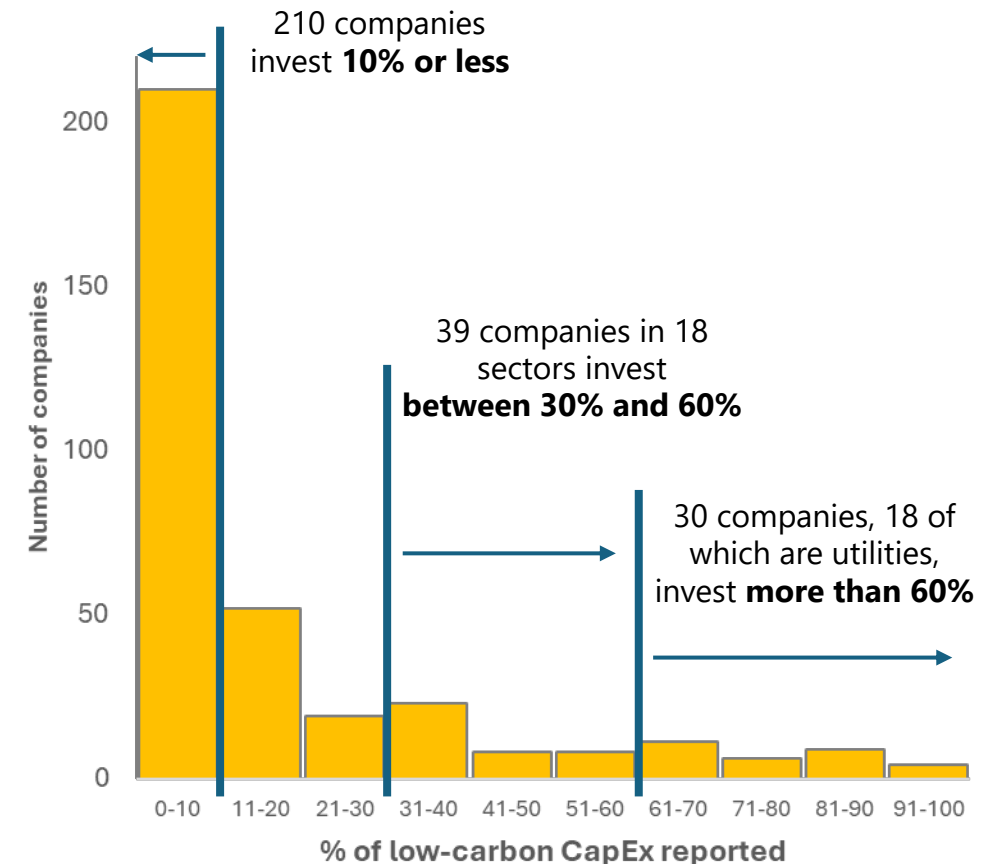
...could be unlocked by the world's most influential companies.



Companies are demonstrating that investing in the climate transition is feasible

- Financial planning and disclosure are key to assessing the credibility of transition plans
- **Only 7%** of companies' CapEx (out of ~USD 3.2 trillion) are directed to low carbon investments
- BUT almost 70 companies, across industries and countries, are **already allocating more than 30% of CapEx** to the low carbon transition
- If all companies followed this lead, companies **could unlock ~1.3 trillion USD** annually for low carbon investments
- Importantly, tripling CapEx investments in low carbon **doesn't seem to require any particular policy breakthrough**

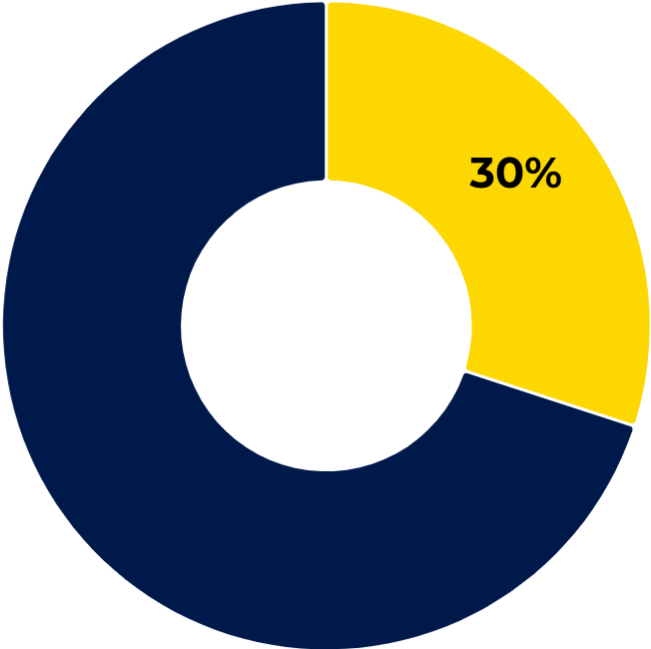
Distribution of low-carbon investments as share of total corporate investments



The climate transition funding gap can be closed – if companies act now



Percentage of the global investment required for a climate transition that can be attainable by 1,600 of the world's most influential companies



Annual investments needed to close the clean energy investment gap

Decarbonisation levers/actions in transition plans with ambitious operational emission targets



Only **2.6% of companies report on all key planning steps**: setting ambitious targets, identifying action levers, estimating GHG reductions, and outlining financial needs.

Transition planning | Taiwan



The concept of transition planning looks at if company has 4 or more core elements or not and how that links to other elements such as investment etc.

Planners: Have 4+ elements and evidence of target setting

Doers: Have the above + evidence of implementing levers and evidence of low-carbon investments

21 out of 28 assessed companies are good 'Planners'

4 Companies are also good 'Doers'

Including Acer, Taiwan Cement, TSMC, Wan Hai Lines

4. THE TPT DISCLOSURE FRAMEWORK

Building on the definition and principles set out, the TPT has drawn on the transition plan components identified by GFANZ to set out the five key Elements of a *good practice* transition plan.

- 1. Foundations:** An entity shall disclose the **Strategic Ambition** of its plan. This shall comprise the entity's objectives and priorities for responding and contributing to the transition towards a low-GHG emissions, climate-resilient economy, and set out whether and how the entity is pursuing these objectives and priorities in a manner that captures opportunities, avoids adverse impacts for stakeholders and society, and safeguards the natural environment. Under this element, an entity should also disclose the high-level implications that this transition plan will have on its business model and value chain, as well as the key assumptions and external factors on which the plan depends.
- 2. Implementation Strategy:** An entity shall disclose the actions it is taking within its business operations, products and services, and policies and conditions to achieve its **Strategic Ambition**, as well as the resulting implications for its financial position, financial performance, and cash flows.
- 3. Engagement Strategy:** An entity shall disclose how it is engaging with its value chain, industry peers, government, public sector, communities, and civil society in order to achieve its **Strategic Ambition**.
- 4. Metrics & Targets:** An entity shall disclose the metrics and targets that it is using to drive and monitor progress towards its **Strategic Ambition**.
- 5. Governance:** An entity shall disclose how it is embedding its transition plan within its governance structures and organisational arrangements in order to achieve the **Strategic Ambition** of its transition plan.

Key Findings | Financial Institutions

Credible climate financing and fossil fuel phase-out commitments are possible but remain marginal amongst major financial institutions

Our latest analysis of 400 of the world's most influential financial institutions (covering banks, insurance companies, asset managers, asset owners including development finance institutions) shows that the global financial system is beginning to build the architecture for transition planning, but capital allocation and fossil fuel phase-out remain far behind what is required for an orderly and resilient economic transition.

Taiwan view

	Cathay Financial Holding		Asset manager
	CTBC Financial		Insurance
	Fubon Financial		Insurance
	Bureau of Labor Funds		Pension

Key Findings | Financial Institutions

For every institution with a transition plan addressing financial activities, there are two others without one.

Companies which have a full transition plan:

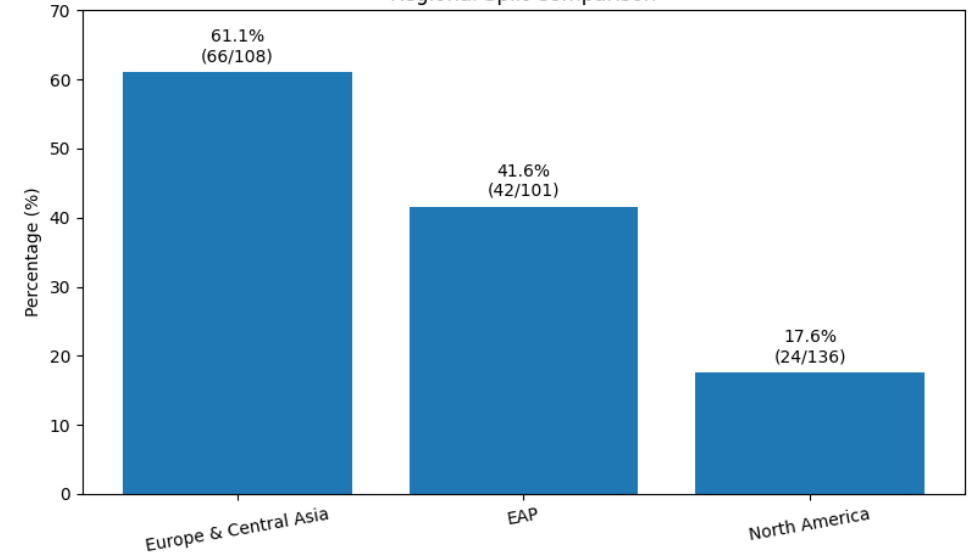
- World average is 145 of 400.
- East Asia & Pacific average is 42 of 101 (ahead of world avg)

14% in East Asia & Pacific have a partial plan covering own operations only.

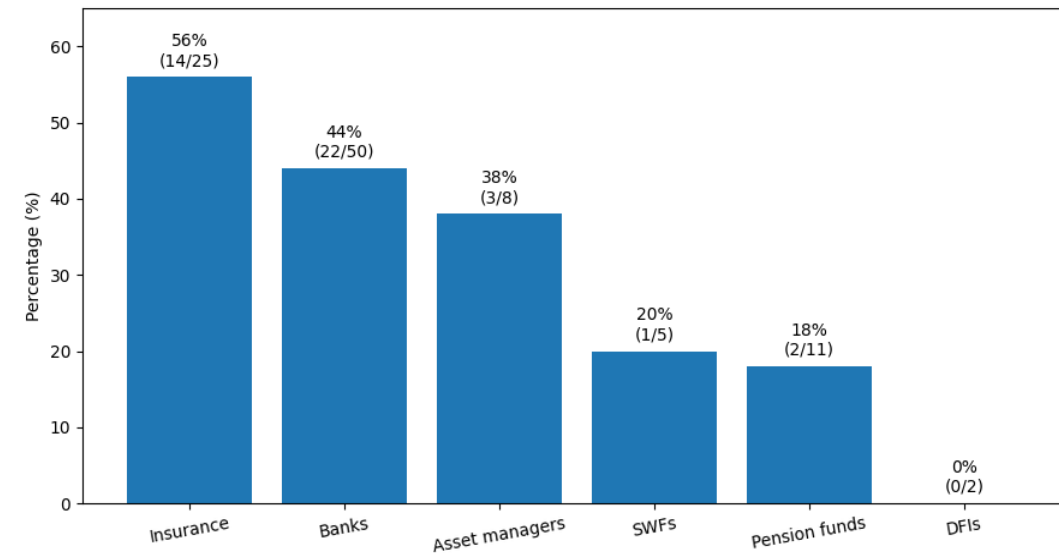
45% do not have a plan at all.

Insurance is the region's strongest sector on transition-plan adoption (56% have a full plan).

Regional Split Comparison



Sector View for East Asia & Pacific



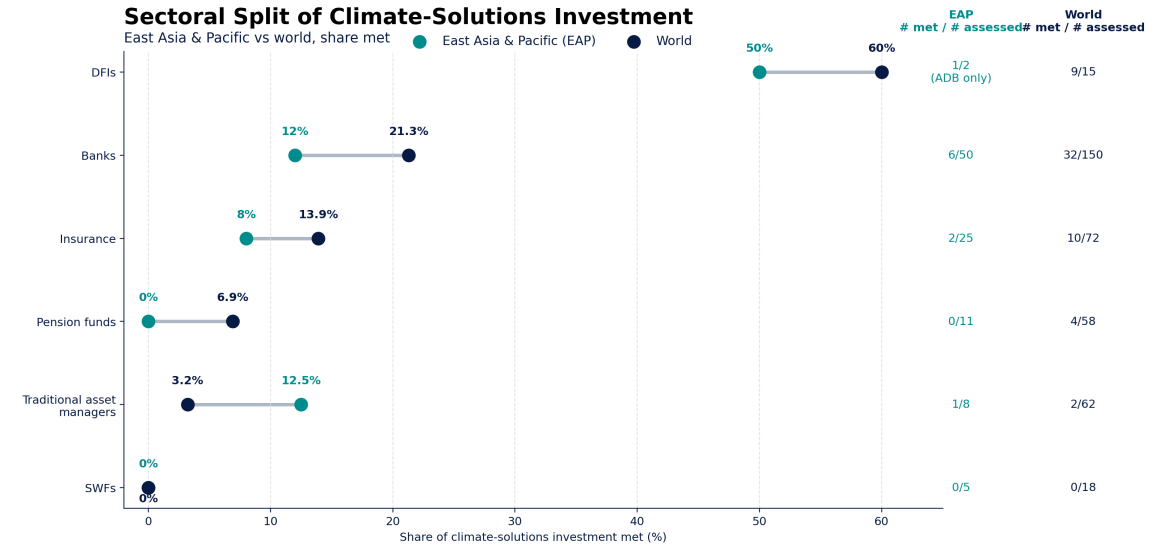
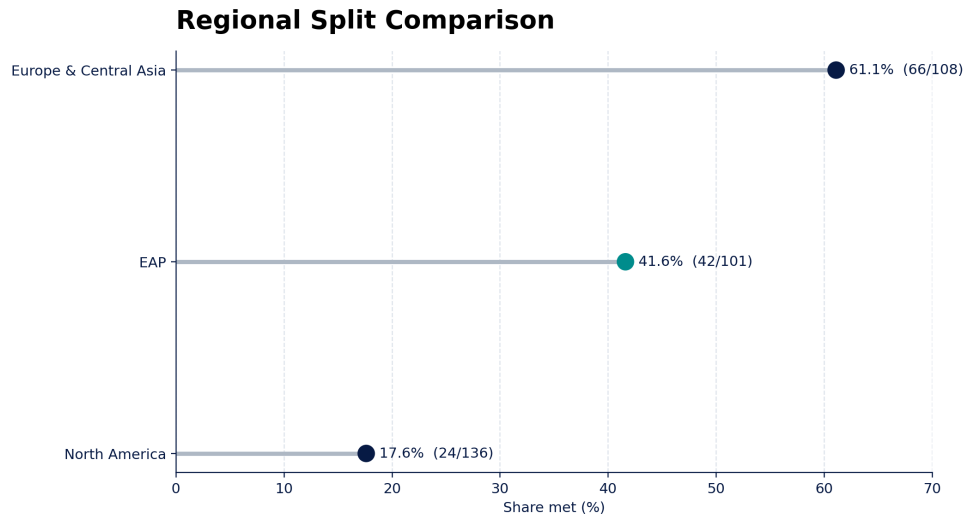
Key Findings | Financial Institutions

Capital Allocation

East Asia & Pacific (EAP) is the only major region where transition-plan *adoption* outpaces climate-solutions *investment*: **41.6%** have a plan, but only **9.9%** are investing in solutions.

The gap between architecture and action is wider in Asia than anywhere else.

Taiwan 1 of 4 (25%, Cathay only).



Key Findings | Financial Institutions

Marginal fossil fuel phase out plans as bottleneck for plan credibility

- No FI in East Asia & Pacific meet the global threshold for credible fossil-fuel restrictions. The two global leaders on this measure are both European: **ING and Zürcher Kantonalbank.**
- This highlights the urgent need for this leading practice to be scaled up, in order to align with the demands of a 1.5°C economy.



Looking ahead



Moving to integrated approach

- The risks linked to people and planet are more visible, and more consequential, than ever.
- Climate, nature and social risks are compounding, and reshaping how companies operate, compete and survive.
- These are not future risks. They are present realities, now accelerated by the rise of AI and its profound, cross-cutting effects on the environment, our labour markets and society.
- Political and financial support for the broad sustainability agenda has narrowed, making focus and coordination more important.
- The gap between what companies have committed to and what they are delivering is widening.
- Almost all companies still treat climate, nature and people as separate agendas, and that separation is itself part of the problem.



Our response

- The world needs a clearer, more reliable picture of corporate transition, one that treats climate, nature and social as connected forces.
- Building on a decade of benchmarking, WBA is evolving from multiple benchmarks to one integrated assessment.
- The Integrated Transition Assessment will assess 2,000 companies on their performance across climate, nature and social.
- Providing new data and insights to help each stakeholder group drive action and accountability
- It is being built with stakeholders, aligned with global standards, and shaped through consultation.



Ways to engage & timeline

April – May 2026

Company and stakeholder consultations on draft framework

Technical: The design and application of the framework

Strategic: Its relevance, framing and use cases

June – Sept 2026

Framework finalisation and stakeholder advocacy

Integrate feedback: Analyze consultation findings, and incorporate and refine the framework

Campaign planning: Exploring collective advocacy opportunities and partnership development

Nov 2026

Final Integrated Transition Assessment Framework published

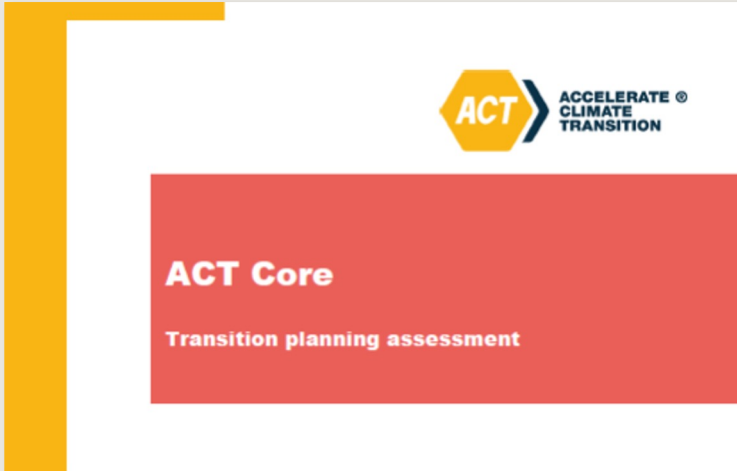
Publication: Through launch event during COP31 and high-level dialogues together with campaign partners


Assessment begins: First assessment cycle begins on 2,000 companies

Q1 2028

First assessment published on the 2,000 companies

To dive deeper



 **ACCELERATE[®]
CLIMATE
TRANSITION**

ACT Core
Transition planning assessment



ACT A transformation
accelerator
for companies

**STEP-
BY-STEP**

www.actinitiative.org | ACT Accelerate Climate Transition - ADEME | @AccelerateClimateTransition | contact@ademe-act.fr

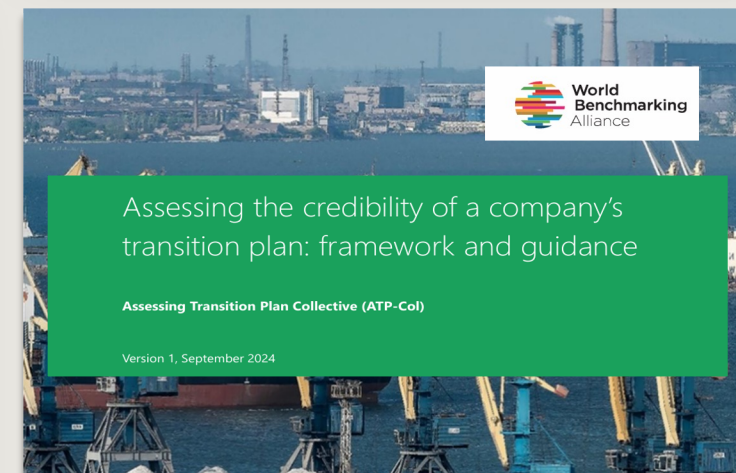



Assessing the 'just' in
corporate transition plans:
framework and guidance



Just Transition
Methodology

February 2025



 World
Benchmarking
Alliance

Assessing the credibility of a company's
transition plan: framework and guidance

Assessing Transition Plan Collective (ATP-Col)

Version 1, September 2024



Charting the Course:
Navigating the Climate
Transition Plan Landscape

FEBRUARY 2025

 BSR



Thank you!

