BOLD PLANS, REAL IMPACT

How ambitious climate transition action plans and Nationally Determined Contributions reinforce each other—and why action on both fronts is essential

September 2025

Unilever

Contents

1. Endorsements

Christiana Figueres: "This report shows what happens when corporate strategies and national commitments begin to move in sync. Aligning corporate transition plans with NDCs will reveal both the promise and the friction of the ambition loop. The task ahead is clear: bridge the gaps, build accountability, and transform alignment into acceleration."

Lindsay Hooper, CEO Cambridge Institute for Sustainable Leadership: "The climate challenge cannot be solved without business and government supporting each other to accelerate momentum. This report shows how aligning corporate transition plans with national climate ambition can unlock competitiveness and resilience. By strengthening the ambition loop between government and business, it points to a pathway where climate action and economic opportunity reinforce each other – and demonstrates how innovation, investment and policy can converge in ways that deliver change far beyond individual actors."

Rt Hon Chris Skidmore: "Nationally Determined Contributions (NDCs) are a key signal of political commitment for the transition to a low-carbon economy. As we move from target-setting to implementation, long-term policy certainty will be essential to mobilise private investment at the scale required for the transition.
Unilever leads and calls on other businesses to align their transition strategies with national climate objectives, ensuring coherence across public and private action. Closer integration and collaboration between the public and private sectors can act as a powerful catalyst for transition finance and with that we have the opportunity to accelerate economic decarbonisation while safeguarding competitiveness, resilience, and sustainable growth."

Peter Bakker, President of the World Business Council for Sustainable Development: "Delivering climate ambition requires more than bold targets—it demands credible transition plans grounded in reality. This report commissioned by Unilever, a leading member of WBCSD, provides valuable insights into how businesses can navigate complex transition dependencies and work more effectively with governments to accelerate resilience, competitiveness and investment at scale. Following the guidance in this report will support the rapid evolution of a collaborative ecosystem for positive policy engagement and system transitions which we are championing with our members."

2. Foreword From Rebecca Marmot

Chief Sustainability & Corporate Affairs Officer

Unilever is a global consumer goods company, with our products used by around **3.4 billion people every day**. Our operations span **190 countries**, supported by a diverse network of suppliers, manufacturers, and transport partners. This global reach brings both opportunity and responsibility.

As climate impacts intensify—from floods and heatwaves to storms and droughts—our supply chains, production sites, and distribution networks face increasing risk. These challenges are not theoretical; they are already affecting communities and economies around the world.

To respond, Unilever developed a **Climate Transition Action Plan (CTAP)**—a comprehensive roadmap guiding our journey to net zero. The CTAP is more than a corporate strategy; it's a practical tool that helps us align business growth with climate resilience and emissions reduction. When we put an emissions reduction lens across our innovation process, it also results in new formulations that improve the consumer experience e.g. new biobased ingredients in our home care products. We believe it can also serve as a model for other businesses seeking to contribute meaningfully to the decarbonisation of the wider economy, to an economic model no longer grounded in fossil fuels.

Our investments reflect this ambition:

- **€150 million** committed to decarbonising our manufacturing operations over the next three years
- **€1 billion** through our **Climate & Nature Fund**, supporting climate, nature, and circular economy initiatives by 2030

But business action alone is not enough. To stay within safe planetary boundaries and avoid the worst impacts of climate breakdown, we need strong policy frameworks that enable and accelerate change.

The run-up to **COP30** presents a critical opportunity. Governments are preparing to submit their updated **Nationally Determined Contributions (NDCs)**—climate action plans that are essential to keeping the **1.5°C goal within reach.** These plans must be ambitious, science-based, and supported by enabling legal and regulatory conditions.

Businesses have a vital role to play—not only by acting within their own operations, but by **advocating for bold government action.** By demonstrating what's possible, we can help build the confidence and momentum needed for governments to raise their ambition.

NDCs should act as a **strategic compass** for policy implementation, unlocking investment and accelerating the transition to a low-carbon economy.

We call on every business that values long-term success and planetary health to use this moment to **champion stronger, high-quality NDCs**—not just for their own resilience, but to help drive systemic change across the global economy. Our thanks to **ERM**, for helping to develop this briefing and outlining practical ideas on how **CTAPs and NDCs can catalyse one another**. It highlights how businesses can support enhanced NDCs and how governments can create the conditions for private sector decarbonisation.

3. Insights From Tom Reichert

ERM GROUP CEO

15 years on from the signing of the Paris Agreement, the mandate to maintain a 1.5°C warming trajectory for our planet has never been more critical. The next decade will be crucial for turning climate ambition into action. Nationally Determined Contributions (NDCs) sit at the heart of national climate ambition, with the potential to deliver long-term economic and societal benefits.

This report is about unlocking not just greater ambition, but tangible climate action. The timely submission of the updated NDCs by governments is critical to maintain momentum and signal commitment to a low-carbon future. More ambitious NDCs backed by clear sector-specific roadmaps and strong policy signals subsequently give the private sector the confidence and incentives to align capital with national decarbonisation goals.

Leading businesses are already demonstrating what's possible—developing Climate Transition Action Plans (CTAPs) that drive innovation, strengthen resilience, and directly improve the bottom line. We commend Unilever's leadership in showcasing how businesses can be a force for climate progress. The examples in our report show what's possible for business and government when ambition meets execution.

These efforts are essential to future-proofing operations and accelerating national low-carbon transitions. Our report outlines the opportunity to align CTAPs with NDCs to accelerate national transition planning and unlock much-needed transition finance.

We hope this report will be a helpful resource to support the conversation on NDCs and climate action. It is time to move from plans to action, with new models of cross-sectoral collaboration focused on transitioning to a low-carbon economy.

4. Executive Summary

This report highlights how governments and businesses can collaborate to unlock the full potential of Nationally Determined Contributions (NDCs) and Climate Transition Action Plans (CTAPs) to accelerate the global shift towards a net zero economy.

It explores how timely and ambitious NDCs—backed by policy and market incentives—drive economic benefits through strengthened investment opportunities and economic preservation while strengthening climate resilience. 1.5°C-aligned NDCs offer businesses the signal to invest in their own ambitious climate transition plans, bringing opportunities for innovation and profitability while they transition. Yet this 'ambition loop', where strong action by governments and the private sector, working together, can create momentum for climate action is not currently working – in part because corporate transition plans are insufficiently aligned to NDCs. This report aims to demonstrate how effective connections between NDCs and CTAPs, enabled by strong collaboration between the public and private sectors, can power the ambition loop.

Despite the difficulties for businesses in today's politically and economically challenged world, opportunities persist. Leading businesses and investors are already demonstrating how to use their spheres of influence (the strategic opportunities that extend beyond their own operations) to drive change across their value chains, through investments, and in local policy environments. This report outlines how existing corporate decarbonisation and transition initiatives can demonstrate alignment to NDCs. Case studies from Brazil, India, and Indonesia show how targeted interventions in agriculture, energy, and chemicals (key priorities for action in Unilever's own CTAP) are already supporting, sometimes by coincidence, NDC priorities at the local level.

This report provides recommendations for businesses to dovetail their transition plans to NDCs by setting high ambitions; identifying dependencies throughout their transition plan; engaging responsibly to influence 1.5°C-aligned climate policy; integrating financial planning into transition planning; and embedding governance throughout.

Closing the NDC implementation finance gap remains critical. Effective NDCs should enable a clear policy framework, sectoral decarbonisation roadmaps, and coordinated actions to establish a common language among investors, policymakers, and industry stakeholders to identify both barriers and opportunities. Meanwhile, with strong policy signals and effective financing mechanisms, NDCs create the certainty and incentives needed to accelerate transition efforts and align private capital with emissions reduction targets.

To support this, governments have a key role to play by developing and submitting more investible NDCs. This includes aligning investment planning with real economy needs to de-risk private capital flows, developing national transition plans with sector-specific roadmaps, and creating enabling environments through targeted incentives and public–private partnerships.

The final section calls for a new era of public–private collaboration in the transition to a low carbon economy. It highlights diverse examples of existing initiatives that are spearheading this new era, with the aim of providing inspiration to businesses and governments about the opportunities to work together to power climate ambition.

5. Introduction

In 2023, the first Global Stocktake of the Paris Agreement (assessing the world's progress on climate action) warned that we are significantly off track to meet the target of limiting warming to 1.5°C by 2050[1]. Closing the gap between where emissions are heading under current Nationally Determined Contributions (NDCs) and the emissions required for a 1.5°C pathway requires countries to adopt much more ambitious emissions reduction targets.[2]

> "Done well, [Nationally Determined Contributions] can serve as powerful blueprints, to propel [national] economies and societies forward, and drive more resilience, more opportunity, better human health and higher living standards."[3]
>
> **UNFCCC Executive Secretary Simon Stiell**

NDCs are action plans that outline each country's commitments under the Paris Agreement and require renewal and submission to the United Nations Framework Convention on Climate Change (UNFCCC) every five years.[4] Effective, well-drafted NDCs are the cornerstone of national climate ambition.[5] Unilever's report in 2024 defined the key features of effective NDCs (Box 1).

Box 1: Key features of an effective NDC[6]

- **Strive for the highest level of ambition** for emissions reduction and adaptation enhancement that aligns with the goal of limiting global temperature rise to 1.5°C. This provides businesses the confidence to innovate, invest early, or collaborate with governments.
- **Provide a clear policy framework** that supports business decarbonisation opportunities by providing adequate support for private investment through de-risking instruments and overall intervention strategies to crowd in the private sector.
- **Identify links between NDC goals in mitigation and adaptation and key national climate strategy and policy instruments.** Setting clear timeframes and measurable milestones, aligning with national planning and budgetary processes.
- **Promote the necessary framework for the rigorous and systematic monitoring, measuring, and reporting of progress** in mitigation and adaptation from the public and private sectors.
- **Consider the climate-nature nexus.** NDCs need to implement ambitious National Biodiversity Strategies and Action Plans, per the Global Biodiversity Framework.
- **Ensure transparency and accountability** by requiring public disclosure of credible, 1.5°C pathway-aligned CTAPs for listed and large non-listed companies, asset managers, and regulated asset owners.

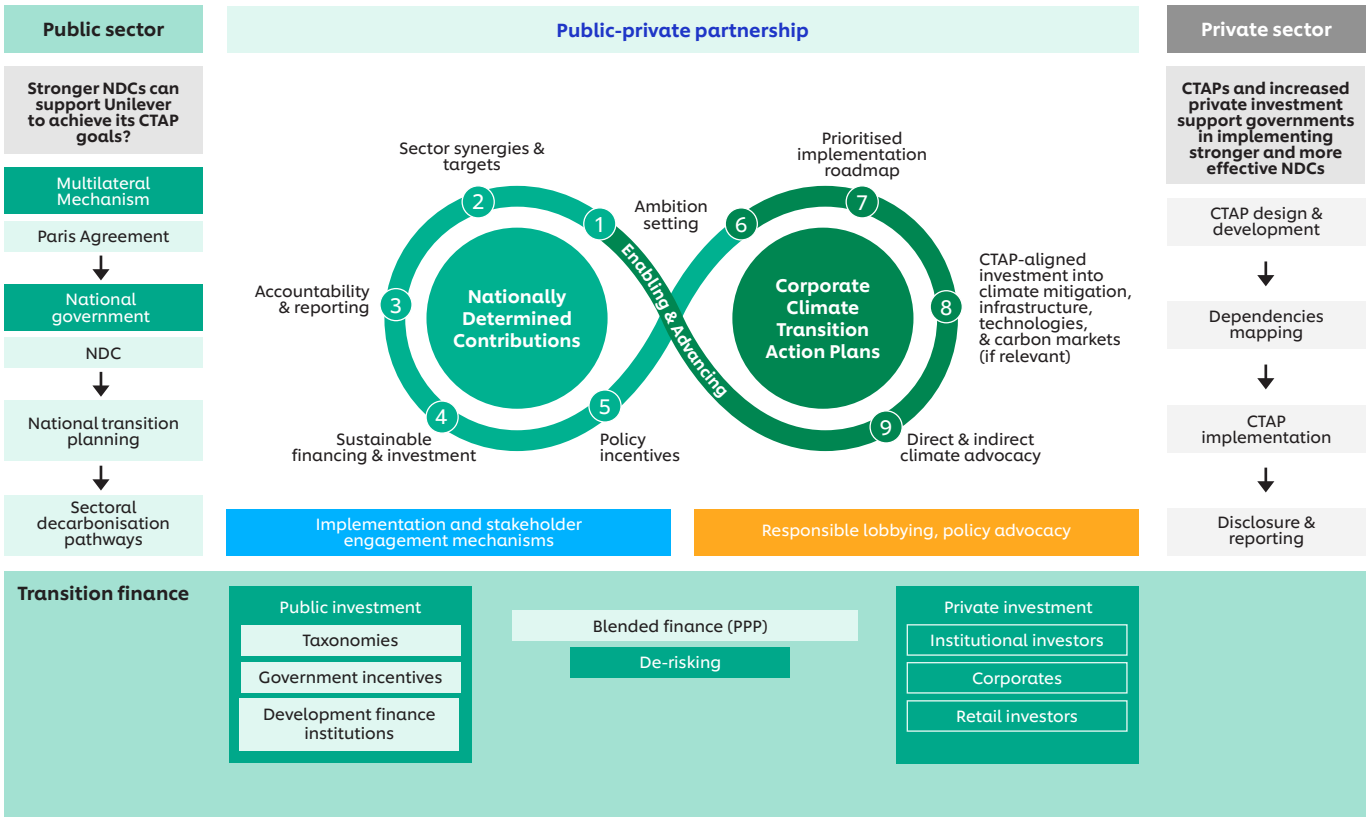
In the run-up to COP30 in Belém in 2025, countries are expected to submit their third round of NDCs with updated targets up to 2035. This is a crucial moment to shape the trajectory of global temperature rise through bold national action. Climate progress must be urgent, inclusive, and systemic bringing together policymakers, businesses, investors, civil society, and communities. This systemic change can be delivered by enhancing the 'ambition loop' in ways that are tailored to diverse regions and sectors (Box 2).

Box 2: The "ambition loop" between government and business

The UN's concept of the "ambition loop"[7] refers to a positive feedback loop where strong ambition and action by governments and the private sector, working together, create momentum for climate action. Stronger, clearer NDCs, backed by policies that provide incentives for the low-carbon transition and removal of fossil fuel subsidies (direct/indirect), provide policy certainty for businesses to invest in and accelerate their transition plans. In turn, the implementation of robust climate transition action plans by businesses can deliver real-world emission reductions and innovation.

Currently, this ambition loop (Figure 1) is not working at the scale required to deliver progress on our climate goals, but the opportunities are clear.

Figure 1: System diagram of the ambition loop and relationship of key stakeholders



This report focuses not just on the high-level ambitions of NDCs but also the policy instruments that need to accompany investible NDCs at a national and sub-national level.

Stronger, more effective NDCs from governments can advance private sector ambition. However, **turning this potential into reality**—by aligning policy, incentives, and regulations across national and sub-national levels)—requires **coordinated action to get the world on track to a 1.5°C-aligned transition pathway.**

6. Why NDCs Matter For Business, Society And Economies

6.1 The socioeconomic case for stronger NDCs

Effective NDCs, backed by policy, market incentives, and regulation, can deliver significant benefits for society and the economy by improving resilience and driving growth.

- **Economic efficiency and investment opportunities:** Enhanced NDCs could raise global GDP in 2040 by 0.2% – equivalent to the current contribution of the Swedish economy – and halve emissions intensity per dollar of economic output.[8] In contrast, global GDP could fall by up to 50% between 2070 and 2090 from the catastrophic shocks of climate change without urgent action.[9] The International Finance Corporation estimates a $23 trillion investment opportunity by 2030 in emerging markets through NDC-aligned sectors.[10] Analysis from the Energy Transitions Commission (ETC) and OECD-UNDP shows that stronger NDCs can accelerate the deployment of clean technologies, reducing investment risks and spurring economic growth by attracting climate finance.[11]

- **Energy security:** NDCs often include targets for increasing the share of renewable energy in the energy mix; this diversification reduces dependence on imported fossil fuels which can reduce vulnerability to supply disruptions and price fluctuation.[12]

- **Job creation and inclusive growth:** The IEA estimates that the transition toward net zero emissions would lead to an estimated 14 million new jobs created in clean energy, resulting in a net gain of 9 million jobs (factoring in loss of jobs in fossil fuel production by 2030).[13] According to Indonesia's JETPS, renewable energy technologies can provide a higher return of job-years per GWh of electricity generated by new capacity compared to coal.[14] Zimbabwe's NDCs have huge potential for job creation as long as they are backed with social policies that support skill enhancement; investments in conservation agriculture could create 30,000 jobs for every million USD invested.[15]

- **Improved health outcomes:** Although health co-benefits are often missing from current NDCs, effective implementation can reduce disease, improve air quality, and enhance water and sanitation access.[16] For example, Colombia's NDC has set a target of reducing black carbon by 40% compared to 2014 levels; achieving this would enhance air quality and human health while contributing to national climate goals.[17]

- **Climate resilience:** Strong NDCs mitigate economic risks from climate change, such as extreme weather and health impacts.[18] Avoiding climate-induced events could boost global GDP by up to 3% by 2050.[19]

6.2 Why NDCs are good for business

NDCs are increasingly guiding investment decisions, with institutional investors and banks using them to assess national decarbonisation ambition. NDCs backed by enabling policies offer a clearer business case for private sector climate action, supported by independent tools like the Climate Action Tracker.[20]

1.5°C-aligned NDCs present an even more compelling business case for the private sector to contribute to climate action:

- **Changing the economics and unlocking investment:** Effective NDCs offer clear policy signals that reduce uncertainty and investment risk, enabling businesses to invest in low-carbon technologies and infrastructure while deriving financial returns.[21] In 2024, PRI surveyed 400 investors globally to find that sustainability is now a core lever for value creation at both the fund and portfolio company level, driven by wanting to build greater customer trust, driving innovation, and managing risk.[22] It was found that integrating sustainability can drive ~6% revenue growth and a 6–7% uplift in exit multiples.[23]

- **Unlocking new revenue streams:** There is a strong financial case for proactive climate action. The Carbon Disclosure Project (CDP)'s analysis of nearly 25,000 companies in 2024 revealed that around two-thirds of disclosing companies have uncovered climate-related opportunities, and of those, 12% have unlocked $4.4tn in opportunity value in 2024 alone.[24]

- **Building competitive advantage and resilience:** Businesses that set and make progress toward ambitious sustainability goals can maintain business continuity over longer timescales in the face of regulatory, economic, climate, and geopolitical risks. Unilever's renewable energy generation with eucalyptus biomass at its plant in Indaiatuba, Brazil has helped the site maintain energy security locally at the largest detergent powder generation plant in the world, while supporting Brazil's NDC that seeks to "increase the use of biofuels in the country's energy matrix".[25]

- **Increasing opportunities for market access:** Sector-specific policies and national strategies can support innovation and the deployment of new technologies. China's new energy vehicle (NEV) policies helped drive NEV sales to 11 million in 2024—nearly half of all new cars sold—while mandating future electric vehicle (EV) targets (48% by 2026, 58% by 2027) and rapidly scaling charging networks. The EV ecosystem is also expanding globally: UK battery electric vehicle (BEV) sales surged 58% in November.[26]

- **Launching new products and services:** Effective NDCs support the creation of new markets for innovative products that support the transition to a low-carbon economy. For example, Unilever has for many years been reformulating home care products to use innovative lower-GHG ingredients. In 2023, it launched a new generation of fast-dissolving, cold-wash ready, concentrated laundry capsules in the UK and France.[27]

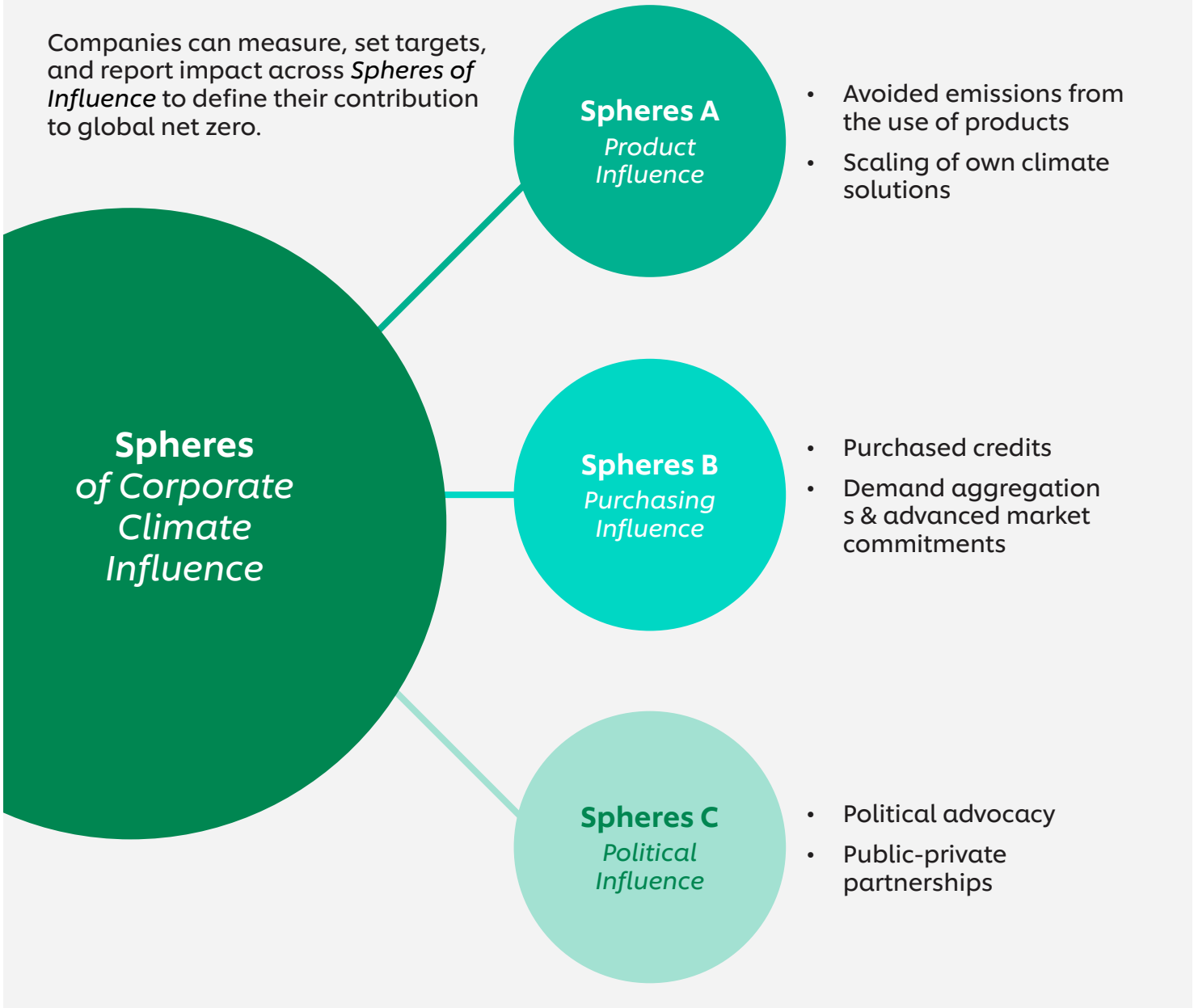
- **Supporting a just transition:** A study by WWF-UK and NatWest on the transition to regenerative dairy in the UK found that farms adopting regenerative practices became more profitable and resilient to shocks, while improving farmer wellbeing.[28] Without coordinated support from banks, retailers, and policymakers, climate transition impacts can fall disproportionately on producers—underscoring the need for NDCs to promote equitable risk-sharing and stakeholder engagement across the value chain.[29]

7. Businesses Support National Decarbonisation Through Spheres Of Influence

'Spheres of influence' conceptualise the strategic opportunities for business beyond their own operations and value chains to drive a net zero transition.[30] Business' influence can be grouped into three categories (Figure 2).

Figure 2: Spheres of influence that companies have to contribute to a system-wide transition[31,32]

*This framework was developed by The University of Oxford's Smith School of Enterprise and the Environment.[33]



A Climate Transition Action Plan (CTAP) is a powerful tool for businesses to identify, outline, and deploy priority levers within their own 'spheres of influence'. CTAPs allow businesses to adopt a forward-looking approach—identifying climate-related risks, opportunities, and interdependencies, while prioritising actions to achieve climate targets and enhance business resilience.[34]

CTAP implementation exemplified across the three spheres of influence:

- **'Products':** As part of efforts to increase their own low-carbon product portfolio, businesses can accelerate innovation by efficiently deploying resources to market-disrupting technologies and close critical innovation gaps. For example, in 2024, Unilever partnered with Nufarm to develop a sugarcane variety that can also produce biomass oil, aiming to replace petrochemical ingredients in their consumer goods with a scalable, plant-based alternative.[36]

- **'Portfolio and Purchasing':** The increase of private financial flows can help to close the climate financing gap. For example, in Indonesia, the government anticipates that public financing will only be able to cover less than 5 to 10% of the additional investment required to achieve the NDC targets.[37]

- **'Political – Policy Engagement':** CTAPs identify critical policy and regulatory dependencies that enable the achievement of specific climate goals.

8. Challenges And Opportunities For Businesses To Engage With NDCs

More businesses are advancing climate action through CTAPs, but few align their plans with NDCs or recognise their broader spheres of influence.[38] Table 1 outlines key challenges and opportunities in this sphere, supported by examples from Brazil, India, and Indonesia, where Unilever operates.

Table 1: Challenges, Examples And Proposed Opportunities For Stronger Linkage Between Business CTAPS And NDCs

Challenges facing the private sector in aligning with NDCs through their CTAPs	Proposed solutions explored in this report
Some NDC targets are limited in ambition. When national climate ambition is low, businesses lack a compelling reason to plan and act within their national sphere of influence to innovate, invest, or collaborate with government. This undermines the 'ambition loop' and can lead businesses to disengage from national policy dialogues.	Businesses can: 1. **Continue to set ambitious 1.5 degree aligned climate targets** and demonstrate feasibility of CTAP implementation (Section 10.1). 2. **Come together as an industry/sector to engage policymakers** on the imperative for ambitious yet feasible NDC ambition (Section 10.2). Governments can: 1. **Submit strengthened NDCs** on a timely basis. 2. **Ensure periodic review and updating of NDCs** in alignment with the latest national progress on decarbonisation.
Limited financial incentive to align with NDCs due to limited supporting policies.[41] The Food and Land Use Coalition's (FOLU) review of 15 NDCs in 2021 found that only half of the analysed NDCs move beyond targets to provide policies that support actions specific to the agriculture and food sector.[42] Without predictable incentives or cost-sharing mechanisms for low-carbon technologies and initiatives, businesses face high capital expenditures and uncertain returns. There can also be existing market mechanisms that encourage a business-as-usual high emission pathway, which reduces the profitability for low-carbon investments.	Businesses can: 1. **Collaborate with like-minded industry peers on policy development through responsible advocacy** within public-private platforms (Section 10.2). Governments can: 1. **Create a more enabling environment to de-risk investments** (Section 11.3) and engage with businesses to understand key barriers through public-private collaborative platforms (Section 12).

Challenges facing the private sector in aligning with NDCs through their CTAPs	Proposed solutions explored in this report
Not all NDCs have prioritised sector-specific pathways. Without sector-specific pathways, it is harder for businesses to align strategies or identify investment opportunities within their sphere of influence. NDCs rarely specify the role of the private sector within sector-specific pathways. Business supply chains are often complex and cross-sector; NDCs do not often recognise this when focusing on highest emitting sectors. This results in a missed opportunity for businesses to leverage their 'spheres of influence' to contribute to 'economy-wide' decarbonisation through their own sector-specific initiatives.	Businesses can: 1. **Engage with industry bodies and coalitions** to amplify sector-specific decarbonisation ambition and action plans (Section 10.2 and 12). 2. **Signal intention to contribute to sectoral decarbonisation and act on key dependencies through the CTAP** (Section 10.1). Governments can: 1. **Develop NDCs that contain granular sector-specific pathways.** An example of good practice is Brazil's latest NDC, which covers 16 sectoral adaptation plans and 7 sectoral mitigation plans (including nature conservation, agriculture, cities, energy, industry, waste, and transport).[45] 2. **Consider cross-sectoral linkages between the sector pathways** and explicitly highlight these in the NDCs. 3. **Specify how the private sector can contribute** toward achieving sectoral emission targets in the NDCs.[46]
There is not always sufficient monitoring and enforcement of regulation supporting NDC implementation. In some countries, businesses that take early action or comply with best practices may be undercut by non-compliant competitors. This discourages and delays market-wide transformation.	Businesses can: 1. **Contribute to the development of platforms** that support data compilation and analysis with the added benefit of NDC implementation (Section 11.3 and 12.4). Governments can: 1. **Strengthen monitoring processes**[49] that include data from the private sector on NDC implementation.

Challenges facing the private sector in aligning with NDCs through their CTAPs	Proposed solutions explored in this report
Fragmented opportunities to engage in policy development. Depending on the market, there may be a multitude of ways to engage with individual businesses and disparate ministries on specific policy initiatives. While MNCs may have the resources to engage with external stakeholders, the diversity of forums, relationships, and policy priorities can make this more complex.	Businesses can: 1. **Leverage industry associations and coalitions** (where they exist) to help identify best avenues for cross-sector communication and coordination with governments (Section 10.2 and 12). 2. **Engage with like-minded peers to influence on** shared policy priorities for a 1.5°C future. Governments can: 1. **Launch and strengthen avenues for public-private partnership** (Section 11.3 and 12).

9. How Unilever's CTAP Aligns With NDCs In Brazil, India And Indonesia

While many businesses do not currently develop their CTAPs with a focus on aligning with NDCs, there is ample opportunity to showcase how their current decarbonisation initiatives already support NDCs.

Unilever's initiatives in agriculture, chemicals, and energy are already demonstrating how CTAPs can contribute meaningfully to support local sectoral transitions, even if not originally planned with NDCs in mind. However, realising broader impact depends on addressing the challenges outlined in Section 8. Stronger collaboration and enabling environments are needed to unlock more scalable impact.

The following case studies highlight tangible contributions to key NDC's priorities across Unilever's key markets, underscoring the potential for CTAPs to reinforce the 'ambition loop' between governments and the private sector.

Brazil

Table 2: Areas Of Alignment Between Brazil's NDC And Unilever's CTAP

Theme of Brazil's NDC	Excerpt from Brazil's NDC	Aligned initiatives in Unilever's CTAP
Tackling illegal deforestation	Brazil's latest NDC makes multiple references to "suppress and combat illegal deforestation" (Page 15).[50]	Unilever's CTAP states its goal to create a deforestation-free supply chain for key commodities; in Brazil, Unilever is partnering with a leading supplier to ensure the soybean oil used at the factory in Brazil comes from a deforestation-free supply chain.[51]
Sustainable agriculture	Brazil's latest NDC emphasises the "widespread adoption of sustainable agricultural and livestock production models with low GHG emissions"[52] (Page 14).	Unilever has a target of implementing regenerative agriculture practices on 1 million hectares of agricultural land by 2030 in its CTAP and is focusing on scaling regeneratively grown soy in Brazil at the farm level (Case study 1) and at the landscape level (Case study 13).

Case study 1: The Renova Terra program – growing regeneratively grown soy in Brazil[53]

Unilever Foods and CJ Selecta have invested R$32 million in the Renova Terra program, which aims to promote regenerative agriculture across soy fields in Brazil's Cerrado region as part of Unilever's global goal of regenerating 1 million hectares of farmland. The initiative aims to transition 20,000 hectares to regenerative practices by 2027 and expand to 45,000 hectares by 2030, an area expected to supply 70% to 90% of the soybean used to produce Hellmann's mayonnaise in Brazil. The program is being implemented by non-profit organisation, TechnoServe, in selected areas of the Cerrado, with the progressive engagement of up to 45 soy producers. These producers will receive technical assistance, financial incentives, and ongoing support throughout the process. Key environmental indicators—including carbon levels, soil health, and biodiversity—will be monitored with the support of an external consultancy to ensure full traceability and transparency. This initiative strengthens the sustainable supply chain and positions Brazil as a global reference in regenerative soy production.

Indonesia

Table 3: Areas Of Alignment Between Indonesia's NDC And Unilever's CTAP

Theme of Indonesia's NDC	Excerpt from Indonesia's NDC	Aligned initiatives in Unilever's CTAP
Forest protection, restoration, and establishing a forest 'net sink' for GHG emissions	Indonesia's NDC aims to reduce deforestation and forest degradation and promote sustainable forestry management.[54] By 2030, Indonesia also aims for its forestry and other land use activities (FOLU) to absorb more carbon than they emit as a net sink.	In Indonesia, Unilever is working with the local government and the Leuser Conservation Forum (FKL) to protect and restore forests in the Leuser Lowlands of Aceh. In North Sumatra, Unilever is working with Conservation International to protect 127,000 hectares of forests, establish an agroforestry plot on previously degraded land and provide over 22,000 seedlings and fruit trees to restore the area and generate extra income for the local communities.[56]
Accelerating sustainable energy transition through biofuels	Indonesia's NDC states a strong focus on developing the infrastructure and policies to scale the use of biofuels and reduce fossil fuel consumption.[57]	Unilever is switching from natural gas to biomethane in its Indonesia sites and engaging in policy advocacy for biomethane (see Case Study 2 below).

Case study 2: Supporting the increased role of biomethane in Indonesia's energy transition[58]

Unilever is the first company in Indonesia to buy biomethane for industrial use, supporting the national clean energy transition. In its recently expanded Unilever Oleochemical Indonesia (UOI) facility – Unilever's palm oil processing facility in Sei Mangkei North Sumatra – Unilever is replacing natural gas and shifting towards thermal renewable energy using biomethane created from palm oil effluent from local mills.

To achieve this, Unilever partnered with KIS Group, a leading biogas provider in Asia, to secure biomethane supplies from the facility. The compressed biomethane is transported to UOI using trucks that run on biomethane themselves. One of the key benefits to this initiative is that it also stops methane, an extremely potent greenhouse gas, from being released into the atmosphere or flared at these mills.

India

Table 4: Areas Of Alignment Between India's NDC And Unilever's CTAP

Theme of India's NDC	Excerpt from India's NDC	Aligned initiatives in Unilever's CTAP
Investment in sectors vulnerable to climate change, including agriculture	India's NDC seeks to enhance investments, particularly agriculture and water resources that are vulnerable to climate change.[59]	Unilever has implemented multiple regenerative agriculture programmes in different Indian states that aim to reduce GHG emissions, build farmer resilience and capacity, ensure competitive prices and increase farming yield.[60]
Increasing energy from non-fossil fuels	India's NDC aims to achieve about **50 percent cumulative electric power** installed capacity from non-fossil fuel-based energy resources by 2030.[61]	Unilever is supporting a multi-state corporate solar PPA in India (See Case Study 3 below).
Adapting to climate change	To better adapt to climate change by enhancing investments in development programmes in sectors vulnerable to climate change, particularly agriculture, water resources, Himalayan region, coastal regions, health and disaster management.	Unilever is partnering the Ministry of Housing & Urban Affairs (MoHUA) to strengthen climate-resilient sanitation in India. This partnership builds on the Suvidha Centers model that Unilever has set up in the coastal city of Mumbai.
Capacity Building	To build capacities, create domestic framework and international architecture for quick diffusion of cutting edge climate technology in India and for joint collaborative R&D for such future technologies.	Unilever founded the Federation of Indian Chambers of Commerce and Industry (FICCI) to launch the Centre for Sustainability Leadership (CSL) that aims to accelerate the Indian corporate sector's climate action by institutionalising sustainability leadership across FICCI members especially Small and Medium Enterprises (SMEs).

Case study 3: Creation of a multi-state corporate Power Purchase Agreement (PPA) for solar electricity in India[62]

Unilever has signed a solar PPA with developer Brookfield to supply renewable electricity to 32 sites across 15 Indian states, including its own factories and 10 collaborative manufacturers. This 45 MW off-site solar project in Rajasthan will cover nearly 25% of Unilever's operational electricity demand in India, delivering 25% cost savings over 20 years and avoiding 28,000 tonnes of CO_2e emissions annually for Unilever and the ten collaborative manufacturers. The initiative supports Unilever's goal to reduce Scope 3 emissions by 42% by 2030 and achieve net zero by 2039, while also helping collaborative manufacturers reduce their Scope 2 emissions.

Strong government support is crucial to help businesses switch to renewables. Businesses that have agreements in place before June 2025 will have all central transmission charges waived for the duration of their contract. Currently, transmitting new renewable energy across state is up to 15–20% more expensive than existing power options. The waiver generates financial savings, making a significant selling point for Unilever's partners.

10. How Businesses Can Connect Their Transition Plans To NDCs

Businesses looking to develop, disclose, and iterate their climate transition plans have a wealth of policy and industry guidance available to them, such as the Transition Plan Taskforce[63] (TPT) disclosure framework and guidance from the Glasgow Financial Alliance for Net Zero[64] (GFANZ).

To maximise the potential benefits and opportunities of NDCs (Section 7.2), **the report calls for businesses to design their climate transition plans with NDCs in mind.** This is echoed by the TPT, which recommends that CTAPs should "reflect the urgency to act", and "be informed by and respond to relevant national and international commitments by governments such as Nationally Determined Contributions (NDCs) in the Paris Agreement."[65]

Our recommendations are grounded in the tools developed for transition planning in the private sector, and aligned to the TPT's three guiding principles of Ambition, Action, and Accountability:[66]

- **Ambition** requires a company to act with urgency on climate change, and take a strategic approach that focuses on decarbonisation, responding to climate-related risks and opportunities, and contributing to an economy-wide transition.
- **Action** is about translating a company's ambitions into concrete steps through internal implementation actions and external engagement strategies.
- **Accountability** enables CTAP delivery through governance and reporting.

10.1 Ambition

Set strong, science-based climate targets

Companies that lead the way by setting science-based targets[67] aligned to a 1.5°C pathway encourage more ambitious NDCs. Aligning with Paris Agreement-aligned scenarios not only signals corporate leadership but also supports national progress—giving policymakers greater confidence to maintain or increase national climate ambitions.

Identify and act on dependencies

> "Among the most effective elements within transition planning are company disclosures of dependencies and of the measures they are taking to manage those external dependencies."
>
> **Faith Ward, Chief Responsible Investment Officer, Brunel Pension Partnership**

Many enablers—like government policies, infrastructure, supply chains, and technology—are outside a company's direct control.[68] Identifying these dependencies helps businesses understand how their plans can succeed beyond their direct influence. This enables businesses to identify not only what they need to act on, but also whom they depend on to enable change, and where collaboration can accelerate impact. For more, see Centre for Economic Transition Expertise (CETEx) publications and forthcoming work by WBCSD.[69]

For example, Unilever's CTAP identifies key dependencies, such as raising national climate ambition in all markets to a 1.5°C pathway; scaling up renewable energy capacity; fossil fuel phase-out; and applying an internal shadow carbon price — while advocating externally for comparable regulatory carbon pricing systems.[70]

10.2 Action

Align the CTAP with national priorities defined by NDCs

NDCs set strategic priorities for national climate ambition. In response, businesses should adopt an integrated approach to transition planning—aligning their goals, assessing capital commitments, and defining priority areas within their implementation strategies with national priorities.[71]

Integrate financial planning into climate transition planning

An ERM survey of WBCSD (The World Business Council for Sustainable Development) members found that "resourcing and integration into financial planning"[72] is one of 4 areas that companies find most challenging about developing transition plans. Integrating "the cost of action" into how businesses prioritise investment decisions can help investors understand the "cost of the plan".[73]

There is emergent guidance which explores how transition planning can be aligned to financial planning.[74] NatWest Group presents an example of how proposed actions from their transition plan were driving change on the bank's balance sheet, by comparing the difference between climate-related elements in the forecast balance sheet to their current balance sheet.[75] This was led by a finance working group consisting of staff from financial planning, climate, and business finance teams.

Engage responsibly on climate policy

Delivering the strategic ambition of a company's transition plan requires external engagement with its value chain, industry peers, governments, communities, and civil society. TPT guidance recommends prioritising engagement activities that maximise a company's contribution towards delivering its strategic ambition.[76]

Businesses should engage with policymakers on climate policies that are critical for delivering progress towards a country's NDCs, leveraging relationships with like-minded peers, trade associations, and industry coalitions. However, it is crucial that companies and trade associations engage responsibly on climate policy.[77] InfluenceMap provides guidance for companies on what 1.5°C aligned climate policy engagement means, recommending that companies disclose their engagement activities for transparency and use science-based benchmarks to develop their climate policy positions.[78] Last year, WBCSD launched a cross-sector Positive Policy Engagement workstream which provides tools and regular convenings that help businesses ensure their policy and advocacy engagement is delivered in line with climate, nature and equity goals.[79]

Case study 4 illustrates how companies can play an active role in closing critical policy gaps through collaboration and engagement:

Case study 4: Public-private sector engagement to accelerate the shift to net zero in India's chemicals industry[80]

Unilever is contributing toward reducing the GHG impact of India's chemicals industry by promoting a shift from fossil-based to renewable and recycled feedstocks, especially in its Home Care products. Through Hindustan Unilever, it chairs a working group, of the Resource Efficiency and Circular Economy Industry Coalition (RECEIC), aiming to create a roadmap for sustainable chemical production which considers the wider enablers and dependencies within the chemicals industry. The initiative includes publishing a white paper with industry and academic partners, outlining key technologies and policy interventions needed to accelerate this transition. This move aligns with India's broader goal of achieving net zero emissions by 2070 and addresses both environmental sustainability and economic resilience in a sector heavily reliant on fossil imports.

Collaborate on CTAP development for a unified advocacy agenda

There is real value in exchanging best practice and ideas and cooperating with industry peers to develop transition plans with the potential drive sectoral transition. Co-developing CTAPs with peers, leveraging climate commitments from suppliers, and aligning with NDCs can unlock shared opportunities for investment, innovation, and policy influence, thereby amplifying collective impact (Case Study 5).

Case study 5: The Renewable Thermal Collaborative (RTC)

The Renewable Thermal Collaborative (RTC) is a global coalition led by energy buyers that aims to decarbonise thermal energy used for heating and cooling through renewable solutions.[81] Collectively, the RTC brings together the public and private sector to accelerate the adoption of technologies like electrification, geothermal, solar thermal, green hydrogen, and industrial heat pumps. To drive the market toward more cost-competitive thermal solutions, the RTC has come together to issue the first ever Renewable Thermal Buyers' statement[82] that sends a clear signal to policymakers, project developers, suppliers, utilities, and regulators about what is needed to overcome the policy, market, and technology challenges that large thermal energy users face.

Build local engagement capacity

Once key stakeholders are identified, local sustainability and public affairs teams should be resourced to engage policymakers, with advocacy efforts coordinated through a unified CTAP strategy.

10.3 Accountability

Iterate the CTAP in context of NDC progress

Transition planning should be an ongoing, adaptive process—not a static report reviewed only every few years. Continuous iteration allows businesses to evolve their CTAPs in response to shifting market dynamics, policy landscapes, and emerging technologies, ensuring sustained relevance and impact. A transition plan should be considered a "living document"[83] with effective governance.

11. How Governments Can Unlock Investment By Making NDCs Investible

While there are various opportunities for business to engage with NDCs in their transition planning, there remains a pivotal role for the government/ governments in driving the ambition loop further.

Timely submission of updated NDCs is necessary to signal to the private sector a sustained commitment to the Paris Agreement. As NDCs are not legally binding documents, to attract private capital and drive implementation of targets within the real economy, NDCs must go beyond ambition—they need to be actionable, credible, and aligned with business and investor decision-making.[84] Then, private sector investment can be deployed to close funding gaps, and deliver positive financial, social and economic returns that align with the NDCs.

Currently, there is significant misalignment between capital and climate: sectors that require the most support often receive the least financial backing.[85] Harder-to-abate sectors face significant difficulties in securing funding, even when they have robust and credible transition strategies.[86] This is particularly important in emerging markets and developing economies (EMDEs) where there may be more barriers, such as weak regulatory frameworks and data gaps that hinder investor confidence.[87]

Access to transition finance is a critical enabler. Redirecting capital and fossil fuel subsidies to support these sectors is essential for supporting system-wide decarbonisation, overcoming transition dependencies, and aligning finance with credible plans, real-economy impact, and long-term risk reduction.

> "Transition finance is playing an increasingly central role in building a net-zero global economy. Investment in mature green sectors is advancing but transitioning sectors such as transport, agriculture, and cement require significant capital to decarbonise their processes. Transition finance is more than just capital mobilisation—it's about transforming economies while ensuring that businesses and communities can thrive in a low-carbon future."
>
> **Irem Yerdelen (Deputy Chair of Transition Finance Council)**

11.1 Develop more 'investible' NDCs

Effective NDCs are more 'investible'—guiding capital in the right direction to close the gap between capital flows and transition needs.[88]

The features of more investible NDCs are as follows:

- **Stable and supportive policy and regulatory frameworks:** Long-term policy certainty and strong regulatory enforcement are crucial for attracting private investment. Governments must provide clear, stable, and enforceable policy signals to help investors de-risk their commitments and enable timely and effective implementation.[89]

- **Granular sectoral and macroeconomic details:** An investible NDC should outline sector-specific decarbonisation pathways aligned with the national macroeconomic context. This level of detail enables businesses and investors to assess policy risk and set planning timelines and investment horizons.[90] NDCs should also map how climate policies affect key sectors and commodities (e.g., agriculture, chemicals), allowing businesses to identify risks and opportunities across their value chains.

- **Quantified investment needs and embed clear financial mechanisms:** NDCs should clearly quantify the scale of capital required, define the respective roles of public and private financing, and signal where investment can deliver the greatest impact. The integration of innovative climate finance tools—such as blended finance—can help de-risk projects and improve capital mobilisation.

- **Democratic governance and stakeholder engagement with transparency:** NDC development and implementation involves structured engagement with key stakeholders—the private sector, civil society, subnational governments, and investors. Accountability mechanisms, including regular monitoring and public disclosure, are required to enhance transparency and trust.

- **Consistent structure that is globally aligned[91]:** While climate investment operates globally, NDCs remain nationally grounded. For multinational businesses, inconsistencies in the structure and granularity of different NDCs pose challenges to capital allocation and strategy alignment. Updates to NDCs would benefit from more consistent structure and content to help larger and more global businesses evaluate how their global-level strategies apply nationally.

11.2 Turn NDCs into national transition plans

While national climate targets often extend to 2040 or 2050, corporate financial planning cycles operate on shorter horizons—typically three to five years. NDCs could be complemented by a clear and actionable national transition plan that provides detailed sectoral pathways, quantified investment needs and supportive policies.

> "What's useful for investors is to have sufficiently realistic timeframes for delivering outcomes – setting long-term, aspirational goals that look unrealistic is not helpful. Investors would prefer interim targets that are more specific – and then rolling down into more tangible action plans and transition plans with policy structure."
>
> **Faith Ward, Chief Responsible Investment Officer, Brunel Pension Partnership**

A national transition plan (NTP) has the potential to become a 'strategic blueprint' that brings key planning elements together in a coordinated way. Manning et al (2024) suggest that national transition plans be organised under the same 5 pillars of the TPT, as interconnected steps designed to guide governments in delivering a whole-of-system climate response.[92]

- **Foundations** establish a strategic ambition, setting the direction for a just, net-zero, climate-resilient economy.

- **Implementation Strategy** outlines concrete, costed actions using financial and policy tools to support the transition, including a national investment plan.

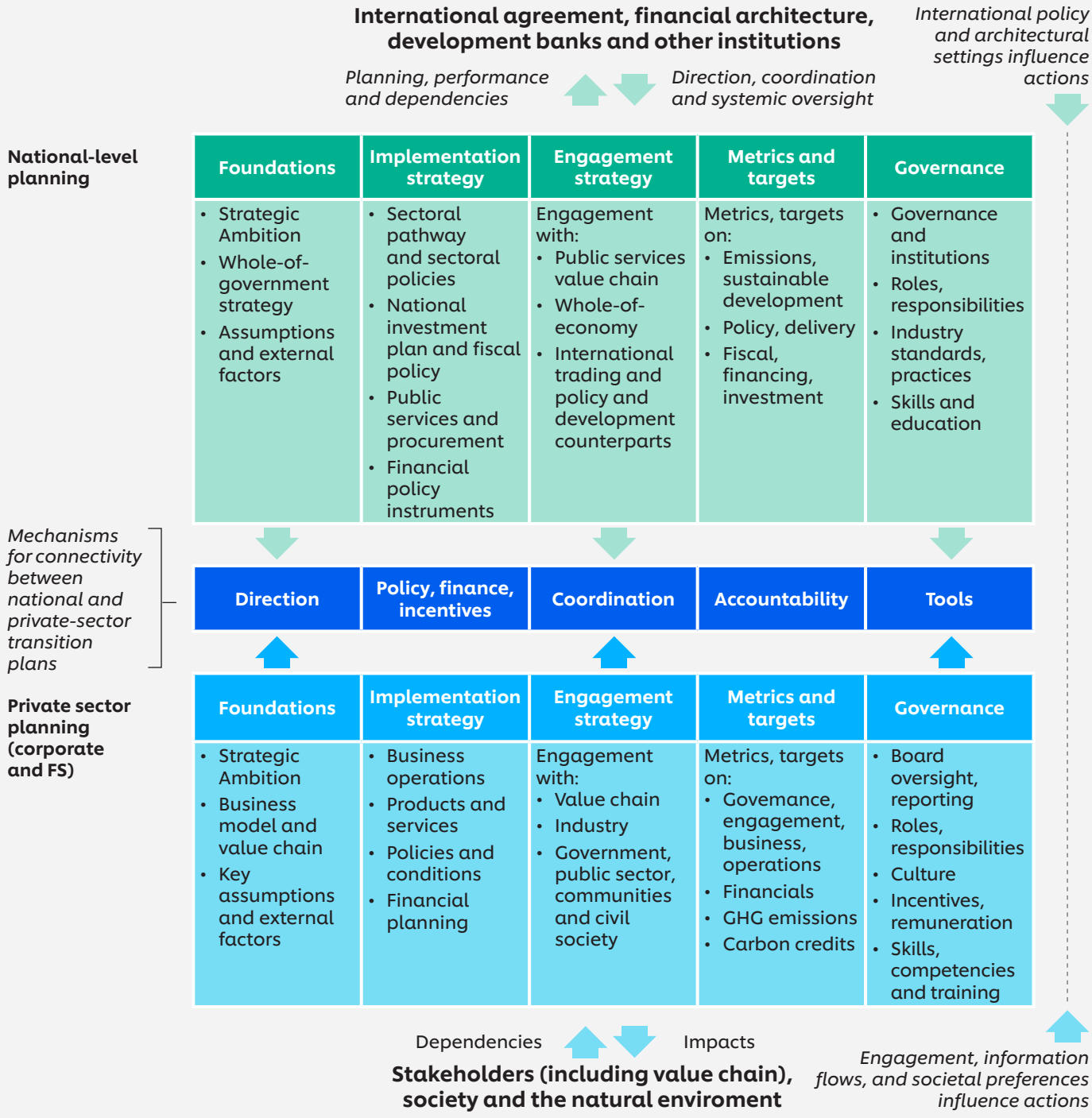
- **Engagement Strategy** ensures coordination with stakeholders—businesses, civil society, and international partners—to build buy-in, support with capacity-building and technology transfer, and inform policy.

- **Metrics and Targets** provide transparent, decision-useful reporting to track progress and maintain accountability.

- **Governance** embeds legal and institutional mechanisms to oversee delivery, ensure coherence across government, and sustain long-term commitment.

During the national transition planning process, taking an integrated multi-level alignment approach is critical. The three essential levels for the transition planning ecosystem are: national (NDCs), sectoral (industry pathways) and technology (technology roadmaps), and corporate (CTAPs).[93] The ecosystem outlines the integrated and multi-level transition planning ecosystem that shows the interconnections. NTP must form part of a system-wide response that will enhance coordination, credibility, and alignment across the entire climate transition system.

Figure 3: An integrated transition planning ecosystem[94]



Some countries have already taken steps in this direction—including Kenya, which published its Energy Transition and Investment Plan to outline required actions and costs; Japan, which set out a sector-specific roadmap for investment planning; and South Africa. (see Case study 6).[95]

Case study 6: South Africa's Just Energy Transition Investment Plan – aligning climate ambition with development priorities

South Africa has a significant climate financing need of US$107 billion annually.[96] With approximately 92% of power generation coming from locally sourced coal, South Africa's energy sector is a clear priority for climate-smart infrastructure finance.

In South Africa's Just Energy Transition Investment Plan, it sets out, in detail, the investments required to meet its decarbonisation and sustainable development goals in the electricity, new energy vehicles and green hydrogen sectors.[97] Municipalities make up 21% of the funding required, with the electricity sector requiring over US$47B between 2023–2027.[98] It is based around a five-year investment plan to achieve the decarbonisation commitments in South Africa' s NDC. The platform was developed through close collaboration between the South African government and international partners—including the UK, France, Germany, and the EU—as part of the broader Just Energy Transition Partnership (JETP).

11.3 Create an enabling environment for investment

To engage the private sector at the scale required to deliver on NDCs requires a robust and reliable enabling environment. This means going beyond ambition to implement concrete interventions that reduce risk, improve clarity, and align investment incentives.

11.3.1 Government incentives: De-Risk Investment and send strong Market Signals

One of the most direct and scalable ways governments can intervene is by creating strong policies that offer targeted incentives that reduce risk, increase returns, and provide clear direction to private actors (see Case study 7).

- **Regulatory and policy incentives:** Instruments such as carbon pricing (e.g. EU's Carbon Border Adjustment Mechanism),[99] mandatory emissions standards, and sector-specific transition roadmaps (e.g. China's electric vehicle mandate)[100] give businesses the confidence to invest.

- **Market-Based Incentives:** Government-led green certification schemes, eco-labelling, and sustainable public procurement policies can create new demand for climate-aligned products and services, offering commercial and reputational benefits for early movers.

Case study 7: Policy incentives accelerated India's solar energy scale-up[101]

India targets 50% of installed electricity capacity from non-fossil fuel-based energy resources by 2030.[102] Supportive regulatory and policy incentives from the Indian government have catalysed a competitive solar market, accelerated private investment and lowered solar tariffs. Production Linked Incentive Scheme and domestic content mandates are the major tools used to enhance India's manufacturing competitiveness. Market-based incentives, e.g. standards and labelling for solar panels, supported market development by boosting consumer confidence and enabling high-quality domestic supply chains.

India has launched several key initiatives to accelerate solar energy deployment. One major example is the Jawaharlal Nehru National Solar Mission[103], launched in 2010. Originally targeting 20 GW of solar capacity by 2022, the goal was later expanded to 100 GW. The mission used capital subsidies and concessional loans to reduce upfront costs and attract both domestic and international investors.[104]

11.3.2 Public-private partnerships to co-create the conditions for scaling finance

Beyond direct incentives, public–private partnerships are essential to unlock transition finance at scale—particularly in emerging markets or harder-to-abate sectors where investment risks and capacity constraints are most pronounced (Case study 8).

- **Financial and Risk-Mitigation:** Tools like blended finance, sovereign guarantees, transition investment funds, and targeted tax incentives help reduce the cost and risk of low-carbon investments—especially important for early-stage CTAP implementation in emerging markets or hard-to-abate sectors.
- **Capacity Building and Technical Assistance:** Governments can support corporate climate action by providing sector-specific guidance, facilitating data sharing, and establishing multi-stakeholder platforms to co-develop investment pipelines—ensuring corporate CTAPs are aligned with national goals and financing opportunities.

Case study 8: Eco Invest Brazil[105] – Mobilising Transition Finance through public-private partnership

Ahead of COP30, the Brazilian Government launched **Eco Invest Brazil**—a platform under the Ecological Transformation Plan designed to mobilise approximately. US$9–11 billion in climate-aligned public and private capital by 2027.

Eco Invest combines financial tools, technical assistance, and institutional coordination to deliver investible climate pipelines:

- **Blended finance mechanisms:** Eco Invest uses public catalytic capital to de-risk climate projects and crowd in private investment at scale—especially in sectors like regenerative agriculture, agroforestry, and land restoration.
- **Foreign exchange risk mitigation:** Recognising the challenges foreign investors face, Eco Invest includes tools to manage currency volatility, encouraging foreign capital flows into Brazil's transition priorities.
- **Project structuring support:** The platform helps prepare bankable projects through feasibility studies, financial modelling, and technical assessments—matching viable opportunities with both domestic and international investors.

Development Banks & Development Financial Institutions (DFIs) play an important role in the design and delivery of Eco-Invest:

- **Governance & coordination:** BNDES coordinates the platform, certifying projects with a "green seal" and linking them to Eco Invest pipelines and investors.
- **Financial sponsorship & lead capital:** BNDES and other DFIs provide lead capital and co-financing to lower project risk and attract private participation.
- **Technical and institutional support:** Support implementation by strengthening governance, transparency, and institutional capacity.

While incentives and partnerships are powerful, they represent just part of a broader toolkit. A comprehensive government intervention strategy—combining financial and non-financial tools—is essential to attract capital, strengthen institutions, and convert NDCs from ambition into implementation.

12. The Next Era Of Public-Private Collaboration

Public and private sector incentives are increasingly aligned on the net zero transition. [106]However, unlocking its full potential requires stronger cross-sectoral coordination, aligned incentives, and shared accountability to drive the next era of collaboration (Box 3).

The subsequent sub-sections bring to life the key design imperatives outlined by WBCSD and BRAE (2024) through diverse examples. While each case study demonstrates multiple design imperatives, this report highlights the most exemplary feature. Although this section focuses on public-private collaboration, civil society must also be actively engaged to provide critical feedback, increase accountability, and scrutiny and avoid delays in achieving NDC goals.

Box 3: WBCSD and BRAE (2024) outline a set of five design imperatives for this next era of public-private collaboration[107]

- **Align around clear missions** to balance ambition with realistic outputs and align stakeholders and deliver outcomes.
- **Use trusted orchestrators to convene and facilitate** the collaborations of public, private and civil society stakeholders.
- **Tailor governance to contexts and resource appropriately to** ensure meaningful engagement and sustained support.
- **Build a new set of delivery-focused capabilities** to ensure that the membership mechanism is diverse and inclusive to bring solution-oriented perspectives.
- **Develop a full solution stack** to address a set of challenges.

Collaborative, goal-driven funding programmes that unite value chain partners can accelerate impactful, scalable solutions (Box 4)

Box 4: Supporting value chain collaboration to deliver sustainable chemicals

- **There is an opportunity to accelerate transformative projects at scale.** The traditional chemical industry is well-established, integrated, and highly efficient, often involving a complex value chain. Transitioning to sustainable chemicals requires changes and collaboration across this entire value chain. While there may not be a business case for one segment to change independently, a business case that includes the whole value chain may be more achievable with targeted policy support.
- **Through a specific goal-oriented public policy programme,** governments could call for multiple value chain partnerships or collaborations to develop and use a certain quantity of sustainable chemicals, ensuring compliance with competition laws. These partnerships would include players along the value chain, seeking support to make their projects financially viable through mechanisms such as low-interest finance, contracts for difference, and grants.
- **This could be achieved by linking or combining different sources of funding** from the country and even subnational programmes. By integrating several programmes, a specific goal-oriented initiative could have a greater impact and drive increased private investment. The call for value chain collaborations would include projects that are at an earlier stage of innovation, such as CO_2 capture and utilisation, through to more advanced stages, like biomass utilisation. These projects would be competitively assessed based on their potential impact, feasibility, and scale.

12.1 Mission-aligned platforms to accelerate progress on transition planning

Businesses need to engage with the public sector to tackle key dependencies in their CTAPs; there is also increased interest from the public sector in engaging with the private sector on how transition planning is relevant to different government ministries.

Collective consultation processes with clearly delineated missions and well-defined objectives can effectively facilitate this process (Case study 9). The UK's Transition Plan Taskforce (TPT) exemplified how effective collaboration creates coherence amongst stakeholders to shape ambition, which ultimately resulted in regulatory updates to progress unified transition planning approaches.

Case study 9: UK's Transition Plan Taskforce & International Transition Plan Network – A model for public–private collaboration

Launched by HM Treasury in 2022, The Transition Plan Taskforce (TPT) provides a "gold standard" framework for private sector CTAPs.[108]

Acting as a bridge between corporate and sectoral transition strategies and the UK's national climate policy, the primary goal of TPT is to provide clarity for businesses and investors on what constitutes a robust, forward-looking transition plan.

The framework is also shaping voluntary best practice and regulatory standards globally. Notably, the Financial Conduct Authority (FCA) has incorporated TPT guidance into its Sustainability Disclosure Requirements (SDR) and anti-greenwashing rules. Also, The UK has committed to adopting the International Sustainability Standards Board (ISSB) framework into domestic regulation, reinforcing global alignment.

Building on this momentum, the International Transition Plan Network (ITPN) was launched at COP29 as a platform to further facilitate cross-sector collaboration among energy and climate ministries, third-sector organisations, and financial institutions – highlighting growing international interest in transition planning implementation.[109]

12.2 Trusted intermediaries to facilitate collaboration

Corporate engagement in policymaking can be beneficial, but excessive and manipulative involvement—and vested interests—risk diverting policy from public interest.[110] Co-creation must be shielded from short-term pressures and political cycles. Credible intermediaries are key to convening co-creation on purpose-led platforms:

Case study 10: Fossil Free Sweden – the importance of an enabling institution with a mandate[111]

Fossil Free Sweden is a government-led initiative launched in 2015 to accelerate Sweden's transition to becoming the world's first fossil-free welfare nation. The initiative brings together businesses, municipalities, regions, and civil society to identify barriers and opportunities for climate action. The initiative operates through a small team led by a national coordinator and has an independent status towards the government.[112]

In 2017, Fossil Free Sweden initiated a programme to cooperate with business and industry sectors to develop their own roadmaps for fossil free competitiveness. 22 industries have developed sector-specific roadmaps outlining how they can become fossil free while enhancing competitiveness.[113] From this, commitments and political proposals were presented to the government. Fossil Free Sweden has been given an independent mandate, with a clear purpose and role that has helped to achieve commitment to the road mapping process. This has enabled inclusive dialogue and relationship building that has encouraged business to step up their climate ambitions, draw on cross-sectoral problem-solving capabilities, and engage the government to support them.

12.3 Transparent and accountable data governance

Robust governance is essential to ensure rigorous and systemic monitoring and evaluation of progress against intended outputs and outcomes of the collaboration.[114]

Specifically for corporate and national level transition planning, establishing the architecture for data and information design and sharing is essential. For example, work is currently underway by Climate Policy Radar[115], Climate Arc[116], the Centre for Economic Transition Expertise (CETEx), ITPN, and CDP (Case study 11) to facilitate this data sharing architecture that can improve reporting against robust frameworks.

Case study 11: CDP's partnership with Brazil to strengthen climate data architecture for National Transition Planning

Brazil's Securities and Exchange Commission (CVM) and CDP, the world's only independent environmental disclosure platform, has launched a data partnership aimed at streamlining corporate environmental reporting and accelerating climate compliance in the capital market.[117]

Under this partnership, data reported to CDP will be directly shared with CVM, enabling more effective monitoring of implementation challenges and outcomes and informing the Authority's supervisory activities. Crucially, the shared data is designed to flow across a broad ecosystem of stakeholders - including national & subnational governments, financial institutions, and businesses- enhancing transparency and alignment. The insights generated will also play a key role in informing Brazil's national transition planning efforts.

Meanwhile, improved cross-sector data sharing through public-private partnerships can unlock ecosystem-wide solutions to complex environmental challenges. By combining complementary strengths — policy influence, scientific knowledge, technological innovation, and financial investment — public and private actors can build more holistic solutions.

12.4 Commitment to inclusive engagement

Inclusive engagement strengthens public-private collaboration by ensuring climate strategies reflect real-world complexities, build trust, and secure shared ownership.

Case study 12 demonstrates another way channels can be established for inclusive engagement – specifically allowing greater business contribution in multilateral processes that support increased climate financing and concrete actions for the net zero transition.[118] Recognition of the private sector as a strategic partner through a structured channel is essential to drive systemic action.

Case study 12: The Sustainable Business COP – government effort in engaging businesses in multilateral COP processes[119]

The Sustainable Business COP (SB COP), led by the Brazilian National Confederation of Industry (CNI), is a global initiative designed to elevate the role of the private sector in international climate negotiations in the run-up to COP30. It provides a permanent platform for businesses to engage with climate policy discussions. SB COP is focused on eight key thematic areas: energy transition, circular economy, bioeconomy, food systems, sustainable cities, transition finance, green skills, and nature-based solutions. Through working groups, public calls for project submissions, and strategic dialogues, it mobilises companies, industry associations, and federations to share best practices, propose policy incentives, and showcase scalable climate solutions.

12.5 Integrated approaches tailored to context

Effective and solution-oriented outcomes from public-private sector collaboration must respond to the unique ecological, social, and economic dynamics of their context to ensure challenges are tackled at their root cause. Case study 13 exemplifies the value of a 'landscape-level approach' to accelerating the transition to regenerative agriculture. In considering an integrated suite of solutions - including policy, finance, and alignment on Measurement, Reporting, and Verification (MRV) - rooted in a specific context, the partnership ensures proposed interventions are strategic, with the potential to also replicate the approach across other landscapes.

Case study 13: The Landscape Accelerator: Brazil (LAB)[120]

Launched in 2025 as an initiative under the global COP28 Action Agenda for Regenerative Landscapes (AARL), the Landscape Accelerator – Brazil (LAB) brings together a diverse group of stakeholders - including financial institutions, supply chain actors, companies, producers, public institutions, and civil society - to accelerate the regenerative transformation of key Brazilian agri - landscapes. Core partners include the World Business Council for Sustainable Development (WBCSD), the Brazilian Business Council for Sustainable Development (CEBDS), Boston Consulting Group (BCG), the Brazilian Ministry of Agriculture (MAPA), the State of Pará, and corporate members representing all stages of the agri-food value chain in Brazil.

Guided by research analysing the opportunities for investing in regenerative landscapes in the Cerrado and Amazon biomes, the initiative is working to unlock barriers to scale by aligning stakeholders around the finance, policy and Measurement, Reporting, and Verification (MRV) levers that could accelerate sustainable and resilient landscape-level investment and outcomes in Brazil. Specifically, LAB is building convergence on metrics and methodologies for MRV tailored to the Cerrado and Amazon biomes, a roadmap for scaling blended finance with a 2030 target of mobilizing US$5 billion, and policy recommendations to support the transition. A whitepaper detailing the initiative's recommendations will be shared with the COP Presidency and Brazilian Government at high-profile moments in the run up to COP30.

13. Summary of Recommendations

Delivering on the transition demands more than ambition —it requires decisive, coordinated action. The following recommendations aim to empower governments, businesses, and partnerships to unlock the full potential of NDCs and CTAPs, mobilise transition finance, and accelerate real-world progress on national decarbonisation.

13.1 Recommendations for government:

13.1.1 Create the enabling environment to attract ad scale private investment

- Submit timely and strengthened NDCs with regular updates (Section 11).
    - Develop investible NDCs to provide a clear roadmap for private sector engagement and confidence to act. (Section 11.1).
    - Establish robust regulatory, policy and market-based incentives (Section 11.3.1).
    - Publish national transition plans with sector specific pathways and integrated, whole-of-economy planning. (Section 11.2).
    - Quantifying investment needs and specifying opportunities for private sector contributions, including where cross-sectoral synergies exist (Section 11.3.1).
    - Support capacity building and technical assistance and establish multi-stakeholder platforms. (Section 12).
    - Ensure structure consistency and granularity across different country NDCs. (Section 11.1).
- Embed robust governance process to ensure data integrity, progress monitoring, and investor confidence (section 12.3).

13.2 Recommendations for businesses:

13.2.1 Position your CTAP as a strategic lever to drive national and sectoral decarbonisation.

- Align CTAP with NDCs to maximise impact (Section 10):
    - Commit to science-based, 1.5°-aligned climate targets.
    - Reflect national priorities and sectoral goals outlined in the NDCs.
    - Integrate financial planning into transition planning to drive execution.
    - Collaborate with industry peers and advance a unified advocacy agenda.
    - Build cross-functional teams with a shared mission.
    - Embed strong governance and MRV systems for accountability.
    - Identify key dependencies and engage in responsible policy advocacy.
    - Strengthen local capacity for implementation and effective policymaker engagement.
- Unlock transition finance at scale through public and private collaboration — particularly in emerging markets or harder-to-abate sectors (Section 11.3).
- Contribute to the development of collaborative platforms that support data compilation and analysis on CTAP and NDC progress (Section 12.3).

13.3 Recommendations for public-private collaboration (Section 12)

13.3.1 Unlock system-wide impact through trusted platforms and coordinated action.

- Establish platforms with clear missions to facilitate effective collaboration (Section 12.1), such as collective consultations on proposed policy changes
- Appoint credible intermediaries to convene public-private collaboration on purpose-led initiatives (Section 12.2), minimising the potential for vested interests to influence policy change
- Define roles and data processes within transparent and robust governance structures (Section 12.3) to facilitate information sharing between private and public sectors on transition progress
- Champion inclusive engagement in multilateral processes to build private sector ownership for the net zero transition (Section 12.4)
- Adopt context-specific approaches supported by coordinated solutions and strong local partnerships, to ensure that solutions can address the root cause of challenges. (Section 12.5)
- Embed climate accountability into financial and regulatory systems to drive measurable impact (Section 12.3)
- Mobilise blended finance models to unlock investment at scale for place-based transformation (Section 12.5)

Delivering net zero requires ambition and coordinated, inclusive, and accountable action across sectors. Well-designed CTAPs and NDCs rooted in national contexts are the blueprint for a just and equitable transition to a net zero future. It is time to allow bold ambition, action and collaboration to unlock a climate-resilient world for generations to come.

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