

business for good

Business for Good will be the 'new normal'. A broad movement is ongoing, of organisations with a different thought about the goal of an organisation: for them, organisations are places impact as possible. Profit and growth are means, not a goal. That lies in society. Organisations participating in this broad movement, also appear to be the organisations which inspire the Dutch. This is proven by our search to the most inspiring organisations. Every year, we interview over 2,500 Dutch, do case studies, desk-research, and talk to professionals of every layer in organisations. Since 2015, we see one very clear trend: inspiration is about doing good and doing this extremely well: Business for Good. Impact organisations are the eyecatchers of this movement. We are happy to take you along in the movement of Business for Good and the rise of the impact organisation.

The Drone Angel

In California we found photographer Emily
Kaszton, also known as 'The Drone Angel'. Her
intriguing drone images of the Californian coast
enrich this edition of the Inspiring 40. The huge
forces of land and sea come together. You can feel
the movement. People are – for those who look
closely – always an active participant.



Cover image: Paddleout, by Emily Kaszto





Partners:

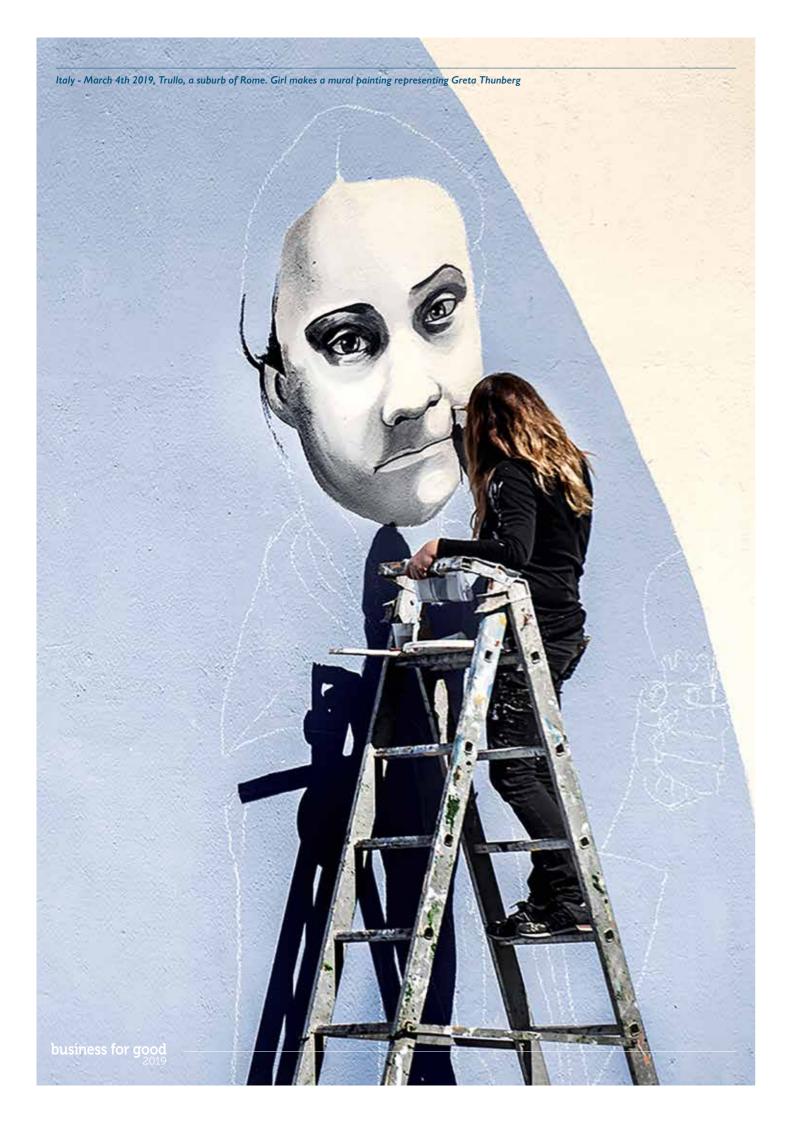






When we are no longer able to change a situation, we are challenged to change ourselves.

Viktor Frankl – neurologist and psychiatrist, survivor of the holocaust





Business for Good 2019

What if... What if... we always had a wrong idea about organisations?

What if everything that we have learned about them turns out to be different?

We grew up with the idea that organisations exist to make profit. Progress comes, when everyone strives to get as much as possible and to give as little as possible. Egocentrism as the source of progress. Somehow this feels wrong, but it also leads to a race no one wants to stay behind in. So, in the end, many move forward. It leads to welfare. But suppose that this idea is wrong. What if organisations were the places where people work together in making the difference. What if organisations would lead to progress for everyone.

The Inspiring 40 comprises nine years of research on inspiring organisations, conducted in the Netherlands. The research is a thermometer that demonstrates which organisations gain the attention of people and why. What appears to be the case: What people long for, that what they see a future in, is what inspires them. It exposes a wish to a new normal. This new normal is called Business for Good. The Inspiring 40 is a signal, but the movement itself is much larger. In 2015 we saw a breakthrough, when the social role of organisations became the most important characteristic of inspiring organisations. In 2016 social enterprises showed up in the top 3. In the years after, their number grew, and in 2019 they largery determine the list. We can no longer ignore it.

Too Good To Go is as new number one a striking example. The company uses a business model to solve a social issue. A completely different approach compared to using social stories to attract customers. This is Business for Good in the purest form. But if you look closely, there are many examples. Think of growing startups like Seepje and Farm Brothers, but also of initiatives of large traditional organisations.

Business for Good is about the rising of impact organisations. These are companies doing good, doing this extremely well and know how to realise the scale to solve the issue. There is a simple idea behind this: the organisation as a means to create impact. These organisations are desperately needed. They are characterised by the energy they unleash, and create progress. We cannot ignore the social issues anymore. It all comes down to one question: 'Who do you want to be? What is it that you want to work on?' A question for everyone to ask.

Synergie

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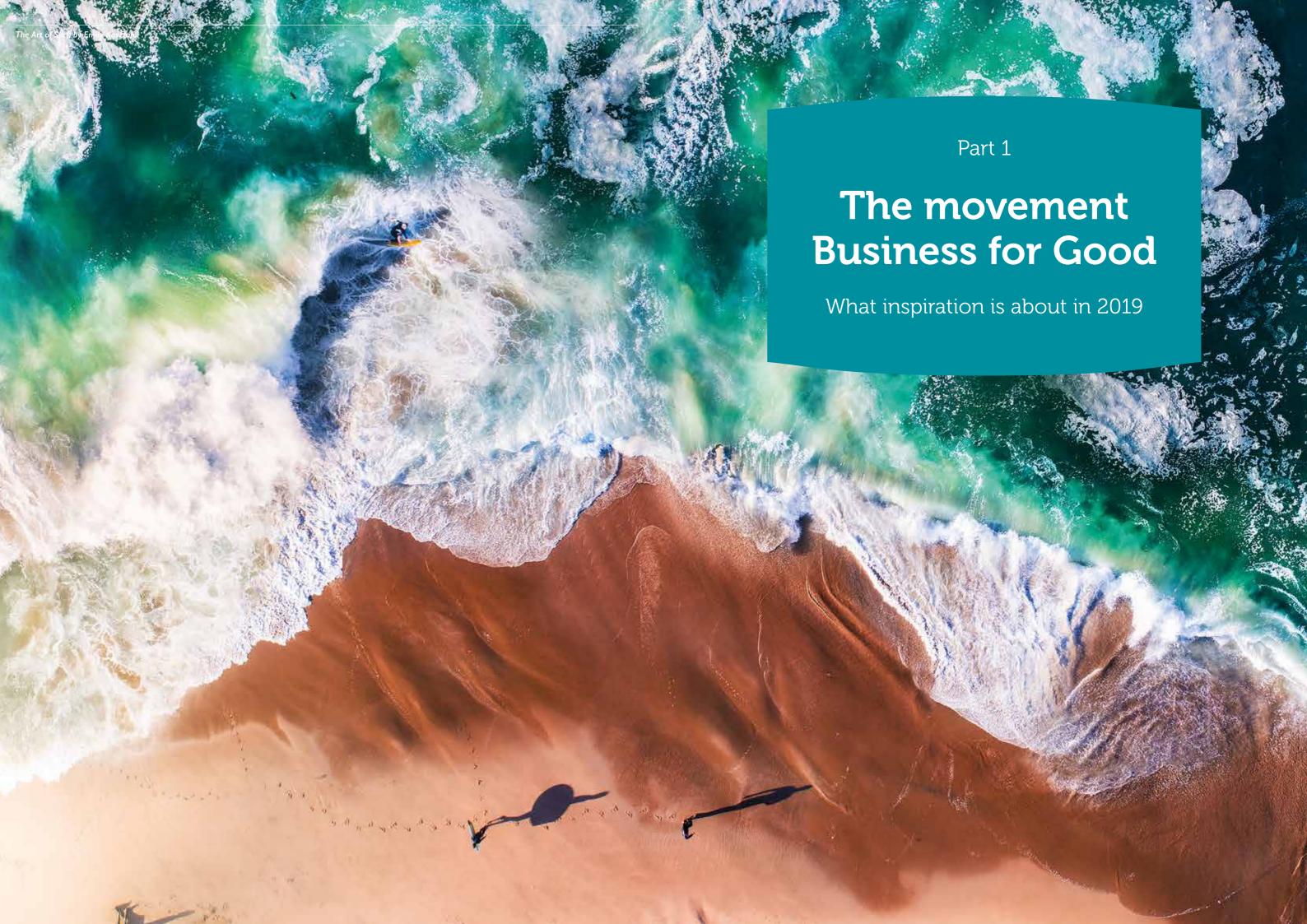


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Introduction part 1

The movement **Business for Good**

April 22nd 2016 was a milestone for the world. On that day, delegates of the international nations ratified the first universal, legally binding worldwide climate treaty: The Paris Agreement.

One year later, President Trump ended the euphoria. Not only did he withdraw the United states from the treaty, he also reversed 80 environmental laws and implemented legislation to enable the extraction of more fossil fuels. Without the leadership and cooperation of the largest economy and the second largest polluter in the world, the unity seemed to have ended. But the story took a different turn.

When the US stopped with protecting the environment on a national level, Americans continued. Many companies, cities and states in the US kept working on a sustainable future. California, the fifth largest economy of the world, launched very ambitious plans. It implemented legislation in which the state promised to reduce emissions with 40% until 2030. And in 2018, the state announced that it wanted to generate 100% sustainable energy in 2045. If the policy of California makes one thing clear, it is that the ambition to 'do good' can be a stronger driver than to 'make profit'. That there are people and groups who set their own course, based on the desire to do good – and do that extremely well. When you are looking at the world from this perspective, you discover many organisations, departments, teams and professionals who are inspired to do good and who want to make impact.

In 2019, Business for Good grows from a few protagonists to an increasing and broader movement. The Inspiring 40 demonstrates more and more examples. There appear new, idealistic startups, of which some grow surprisingly fast. Increasingly more large, traditional organisations embrace ambitious initiatives to go through a transition. There are multiple reasons for this transformation, but the core is often a change of thought: that society is not there for companies, but companies are there for society. This will be the new normal.

'There is nothing more powerful than an idea whose time has come.'

Victor Hugo

It started in 2015

It was in 2015, that we clearly saw the need of people for organisations to 'do good' for the first time. Back then, the societal role of organisations became a decisive characteristic of inspiring organisations. Tony's Chocolonely, Dopper and Tesla broke through and gave the movement a face. They arose from the ambition to change a market, because it could not continue like this. In order to achieve this goal, they put the obligation on themselves to come with the best products and solutions. And they succeeded. Because this mission inspired their employees not to work for managers, but but to work on a shared ambition. Here, employees did not work in their organisation, but on their organisation. This resulted in an enormous boost in creativity and gave much more energy. Both at employee level as well as at customer level, these protagonists touched the deep need to make a difference, to have impact. They offered a perspective to the for societal issues issues, that became increasingly visible. They proved that relatively small groups of people can have an enormous impact, when they work for a good cause and are able to make 'business' with it.

The movement scales up in 2019

This year, the movement grows further. We see more and more examples, among various kinds of organisations. The first employees at these impact organisations, people who got used to work this way, leave the organisations and take their principles with them. They start new organisations or introduce them in existing ones. Millennials and experienced entrepreneurs start new idealistic, purely purpose-driven startups, and some of them grow fast. Finally, the traditionally financial-driven organisations start to make a move. Hidden from the outside world, there are numerous initiatives, on department level and in teams. You can feel the energy, anyone can make the difference.

The movement gets credibility with initiatives from large companies like Unilever, DSM, Danone and IKEA, and leaders like Paul Polman and Feike Sijbesma. They do not place their organisation above society, but consciously participate in it. They create business by focusing on the social issues and create solutions for them. The take-over of 'De Vegetarische Slager' by

Unilever is only the beginning. This interaction becomes a 'booster for social renewal and innovation' for Unilever. The movement Business for Good is more alive than ever.

Business for Good in three types of organisations

The movement Business for Good manifests itself in three ways in organisations. First of all, there are the most inspiring organisations. They combine ideals with impact. Because impact is often related to scale, larger organisations appear in the (professional) media more often. But the organisations with ideals also grow. That is why in our research, we also closely monitor the second group of organisations: the idealistic startups: organisations born from purpose. There are many of these. Their customers become fans and ambassadors. Finally, there are more and more traditional organisations developing initiatives to do good. As a company, you can only exist in a sustainable manner if is also positively affects the sustainability of the environment that you work in. As a company, you can only be successful, if the society is successful. This opinion moves people in all the three groups. Together they form the movement. That is why in this edition, their stories are central.

Each of these types of organisations know their own dynamics, power and challenges. The three worlds increasingly touch each other in the coming years. They have a lot to bring to each other and their interaction will accelerate the movement.

We do not claim that the new normal already is the new standard. Not even close. The new ideas inspire because they are not 'normal' yet. The Inspiring 40 demonstrates that everyone who works with inspiration gets attention. We also do not claim that Business for Good will solve all problems. Many of the organisations we use as an example still burden the world, and the problems have not yet been structurally solved. We do however see that there is a movement going, and more and more organisations will be a part of it. The entrance of traditional organisations and the rise of new startups prove that the movement is growing in the direction of the new standard. The arguments for this are presented in this Business for Good trend report.







Inspiring organisations gain the attention because they make people look differently at the market, service or solution. These are always visiondriven organisations, who democratise 'something': they make a product or service available for everyone, like slave free chocolate, comfortable and affordable living, electrical transport and the creativity to construct. These are impact organisations: founded to make the difference. Their business case is social, not economical. Success is not only measured by the financial P&L, but mostly by the difference they make on the issue for which they were founded. And by the power to continue doing this in a sustainable way.

Examples: Too Good To Go, Tony's Chocolonely, IKEA, Tesla



Many new startups are founded as social enterprise and work from the start from a win-win-win philosophy: using a good product or service to solve a social issue and make money by doing so. They balance business and for good, are driven by ideals and have fans among their customers. An important theme for these organisations is to increase their reach in order to increase their impact.

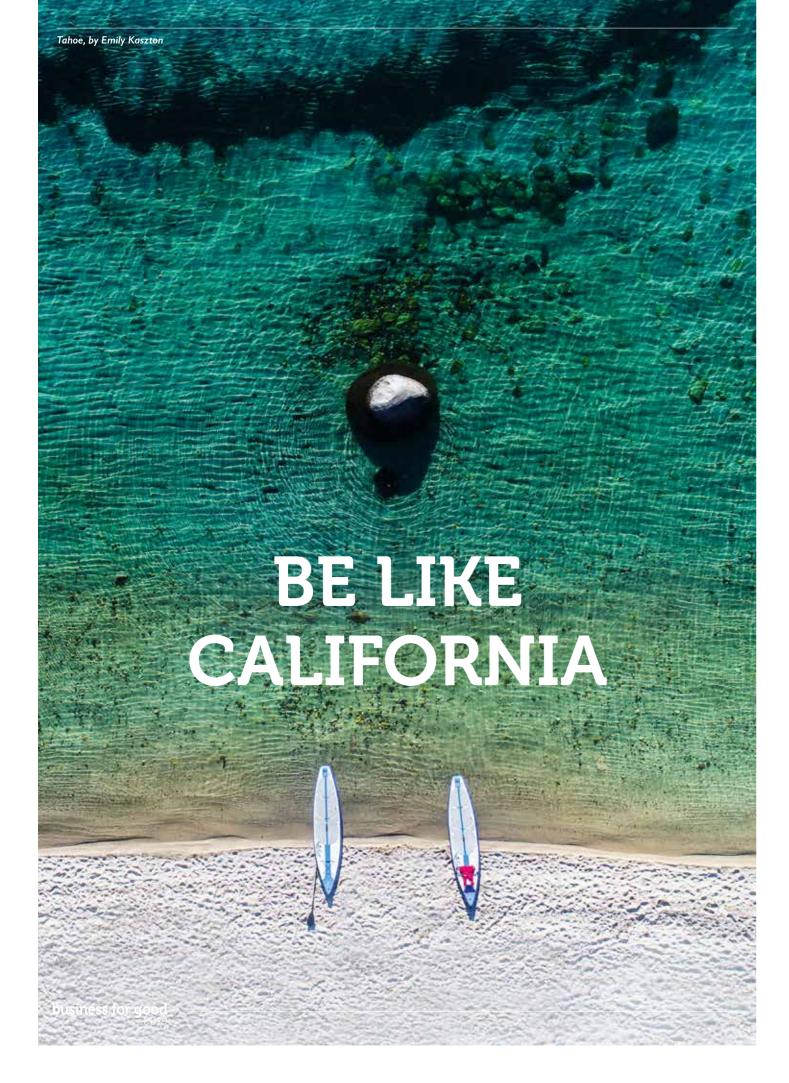
Examples: Seepje, Fairphone, Farm Brothers

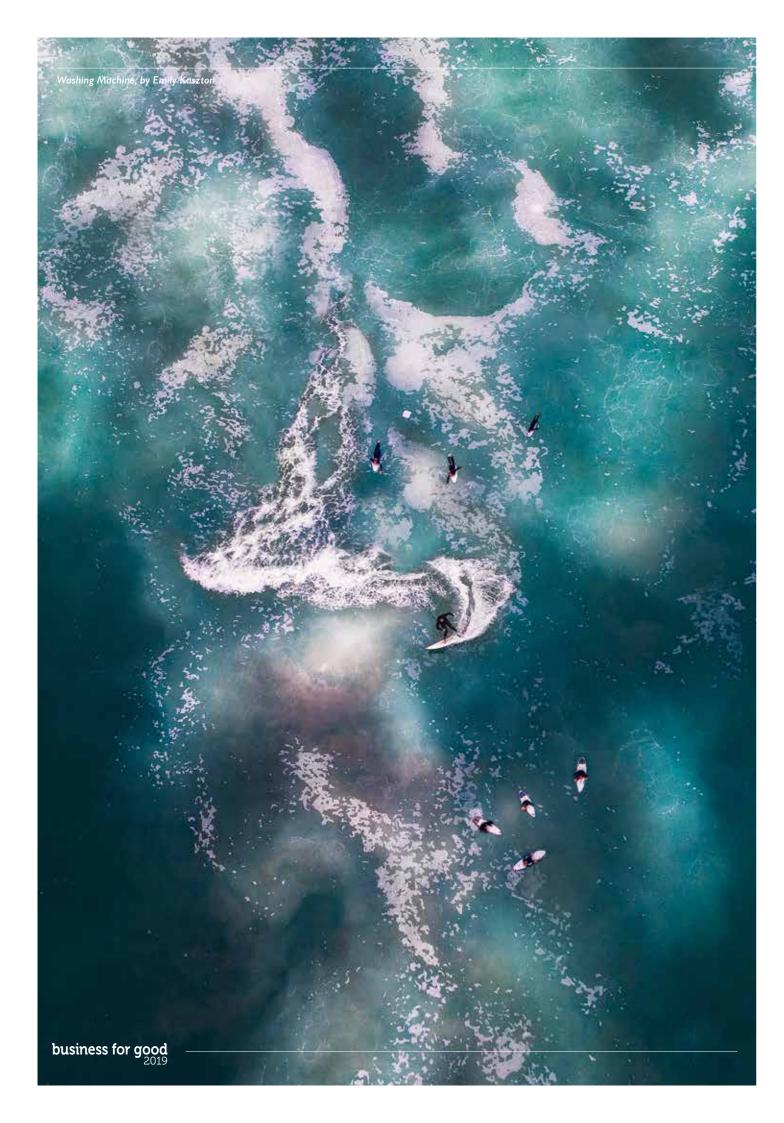
3 Traditional organisations

These are organisations that once started from a traditional business model or slowly grew into this. Often, these are the big and well-known players with a large reach. But you also see medium large and SME organisations. New ideas start to rise about their reason for being, and the desire grows to combine both ideas.

Examples: DSM, Unilever, Danone







The impact organisation

The most inspiring organisations are characterised by the ambition to make a difference. They do not focus on the market or world as it is today, but on what is needed to let the world become as they see it. These are what we call impact organisations. Often this is about society, and that is why many impact organisations are social enterprises. But that does not necessarily need to be the case. There are also inspiring organisations that are not a social enterprise. This difference exposes the potential in Dutch organisations. In order to make this clear, we offer a short explanation.

Impact organisations

All impact organisations want to enable something that is not there yet. Often, this concerns a large ambition impacting all people. 'Comfortable and affordable living for the many' from IKEA, or 'safe and reliable food for everyone' from Wageningen Food Safety Research. Tony's Chocolonely, De Vegetarische Slager, Dopper, Tesla, Too Good To Go, all of them have these ambitions.

This is also the case for Nike ('to bring inspiration and innovation to every athlete* in the world). (*If you have a body, you are an athlete) and Philips ('To make the world healthier and more sustainable through innovation. Our goal is to improve the lives of 3 billion people a year by 2025'). For these organisations, creating a difference is a means to realise a goal in their market or in society. They are continuously moving forward. Not focussed on who they are right now or what they are doing right now, but on what they need to become in order to make their ambitions come true. What follows is a continuous process of development, innovation and creation in order to become who they can be. In this group there are both traditional organisations as well as social enterprises. It is proven that each organisation can be an impact organisation, as also is the case with DSM and Danone.

Social enterprises

A social enterprise is an organisation with a social goal. Many of these organisations embrace a large ambition and consequently become impact organisations. Others are more satisfied with the world as it is today, and mostly focus on doing things differently.

A bicycle courier, for example, can be a social enterprise when it enables courier services without emissions or traffic pressure in the city. The bicycle courier as we see it however, only becomes an impact organisation when it takes up the ambition to make all courier services in the city CO2-neutral and not increasing any more pressure to the city than today. Because only in that case, the courier service needs to ask himself how to obtain more customers, how to transport different packages, how it also becomes an interesting partner for, for instance, bol.com or Coolblue. What follows is a permanent feeling of dissatisfaction as a breeding ground for innovation, renewal and growth. All with the goal to make impact. Not every social enterprise has this ambition, and thus we do not call all social enterprises, impact organisations.

The potential

The potential we see among organisations in the Netherlands, is to focus more on 'becoming' instead of 'being' and to put more focus on the society instead of the organisation. We will describe this in more detail in part 3.

Four types of organisations



View on the present versus the future $% \left(1\right) =\left(1\right) \left(1\right) \left$



The movement Business for Good - 1

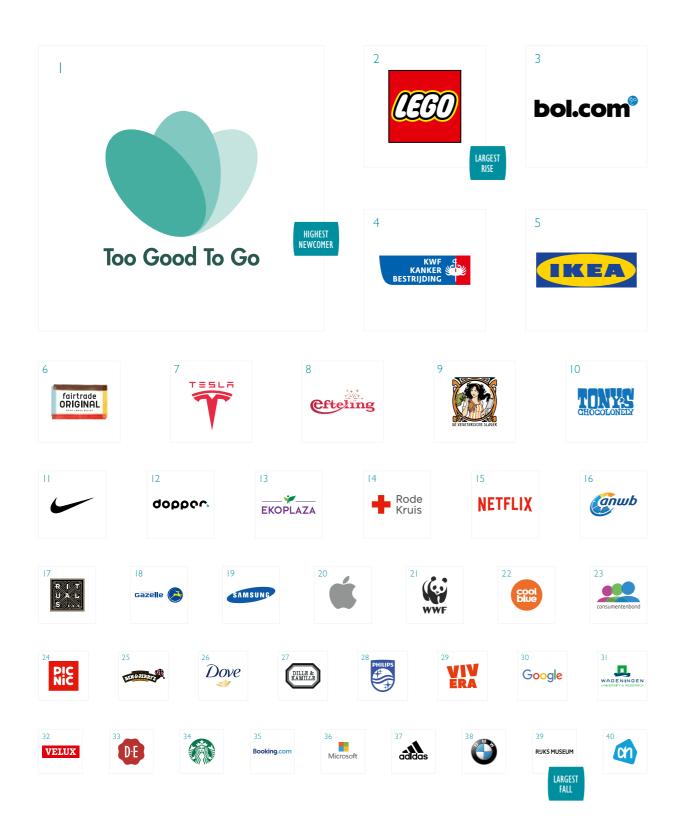
The Inspiring 40 2019

Thirty waste warriors saved over one million meals in one-year time. That is the short story of Too Good To Go. The longer story is that worldwide, one third of the food is being wasted, which converts into 51 ton per second. That is a problem. For people, energy, CO2 emissions, and for water usage. Too Good To Go wants to change this. The strategy is clear: to inspire 50 million people, to cooperate with 75.000 companies and to make 500 schools enthusiastic. That is how a small group makes the difference. A characteristic of the organisation: everyone wins. The customer, partner, employee, the investor, and the world. This social enterprise is the most inspiring organisation of 2019 in the Netherlands and proves how quickly inspiration leads to impact.

The biggest scarcity nowadays is attention. The desire to understand which organisations receive attention, formed the basics of the Inspiring 40. Since 2011, we annually map the 40 most inspiring organisations with multiple studies amongst the Dutch population. The results offer an annual snapshot. Place them in a row, and you discover trends. The research exposes that since 2015 there has been one overarching development: the growth of Business for Good organisations, which are considered to be a positive force in the world. This appears from the traits that characterise the Inspiring 40 and from this year's winners.



These are the most Inspiring 40 of 2019 according to the Dutch



The builders of tomorrow

In 2019 we see that the movement of Business for Good became stronger yet again. Corporate social responsibility, sustainability, and innovation remain the most important characteristics of inspiring organisations. People became more positive about organisations: the overall inspiration value of organisations is growing. Dutch people see organisations increasingly as the means to a solution. The list of the 40 most inspiring organisations in the Netherlands mainly comprises impact organisations: organisations who solve an issue outside the organisation. Their success is not being measured by their P&L, but by the figures in their impact rapports. In this year's list appear ever more social enterprises, not-for-profits and charities, both in the top 10 as in the remainder of the list. Organisations that grow in inspiration, put effort in sustainability. The five new organisations in the Inspiring 40 are all organisations focussing on doing good. Their stories, what they achieve and what they change, inspire.

Too Good To Go, KWF, Fairtrade Original, Tesla, De Vegetarische Slager and Tony's Chocolonely, none of these spend much on media coverage. Still, these organisations receive attention.

They do not work *in*, but *on* a market. Whether it is about reducing 1.6 billion tons of wasted food, a world without cancer, accelerating the advent of electrical, vegetarian and good food, or a slave free chocolate industry. There is a simple mechanism behind the power of inspiring organisations:

- a person is on his best when he or she works from inspiration,
- your influence is largest when you inspire others.

Inspiration may sound 'vague', yet everyone recognises the feeling and the power of it. The productivity of inspired employees is, according to their managers, over twice as large as the productivity of satisfied employees. This applies to people, but also to organisations. The good news is that this force is available to everyone.

Whether an organisation inspires, is determined by multiple characteristics. We have clustered these characteristics into four pillars. Each pillar contains a basic question for each organisation.

Pillar 1 - Organisation

Why should I believe you?

In 2019 this is mostly about to which extent an organisation is innovative and sets the tone. Organisations strong in this pillar according to the Dutch: Too Good To Go, Tesla, VanMoof, Nike and Lego.

Pillar 2 - Vision

Why do you deserve my attention?

In 2019 this is mostly about to which extent an organisation is sustainable, has a social role and an authentic vision. The top 5 organisations on Vision: Too Good To Go, Seepje, Fairtrade Original, WNF and KWF.

Pillar 3 - Product

Why should I choose you?

In 2019 this is mostly about the quality of the solutions.

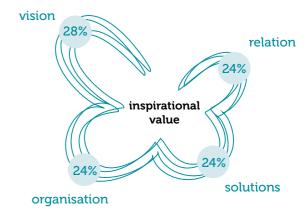
Organisations scoring high on the pillar product: Too Good To Go, bol.com, Gazelle, Lego and Samsung.

Pillar 4 - Relation

Why should I stay with you?

In 2019 this is mostly about being a role model and having a constructive relation. The top 5 organisations on the pillar relation: bol.com, Efteling, Rituals, Ikea and Too Good To Go.

The four pillars of inspiring organisations



These are the most Inspiring 40 of 2019 according to the Dutch



| Ranking | | Development percentage * | Shift in ranking ** | Total score *** |
|---------|---------------------|--------------------------|---------------------|-----------------|
| 2 | LEGO | 9% 🛦 | 15 🔺 | 1194.85 |
| 3 | Bol.com | 5% ▲ | 2 🛦 | 1191.53 |
| 4 | KWF | 9% 🛦 | 14 🔺 | 1183.09 |
| 5 | Ikea | 2% 🔺 | -4 ▼ | 1178.79 |
| 6 | Fairtrade Original | 3% ▲ | 0 ► | 1172.40 |
| 7 | Tesla | 2% 🔺 | -5 ▼ | 1166.63 |
| 8 | Efteling | 4% ▲ | 3 🛦 | 1164.75 |
| 9 | Vegetarische Slager | 3% 🔺 | -l ▼ | 1160.96 |
| 10 | Tony's Chocolonely | 3% 🛦 | 0 ► | 1159.94 |
| П | Nike | 8% 🛦 | 14 ▲ | 1156.74 |
| 12 | Dopper | 4% ▲ | 3 🛦 | 1151.80 |
| 13 | Ekoplaza | | | 1151.07 |
| 14 | Rode Kruis | 1% 🛦 | -10 ▼ | 1150.01 |
| 15 | Netflix | 6% ▲ | 8 🔺 | 1140.30 |
| 16 | ANWB | 6% ▲ | 8 🔺 | 1136.12 |

 $^{^{}st}$ The development percentage shows the development of the organisation compared to 2018.

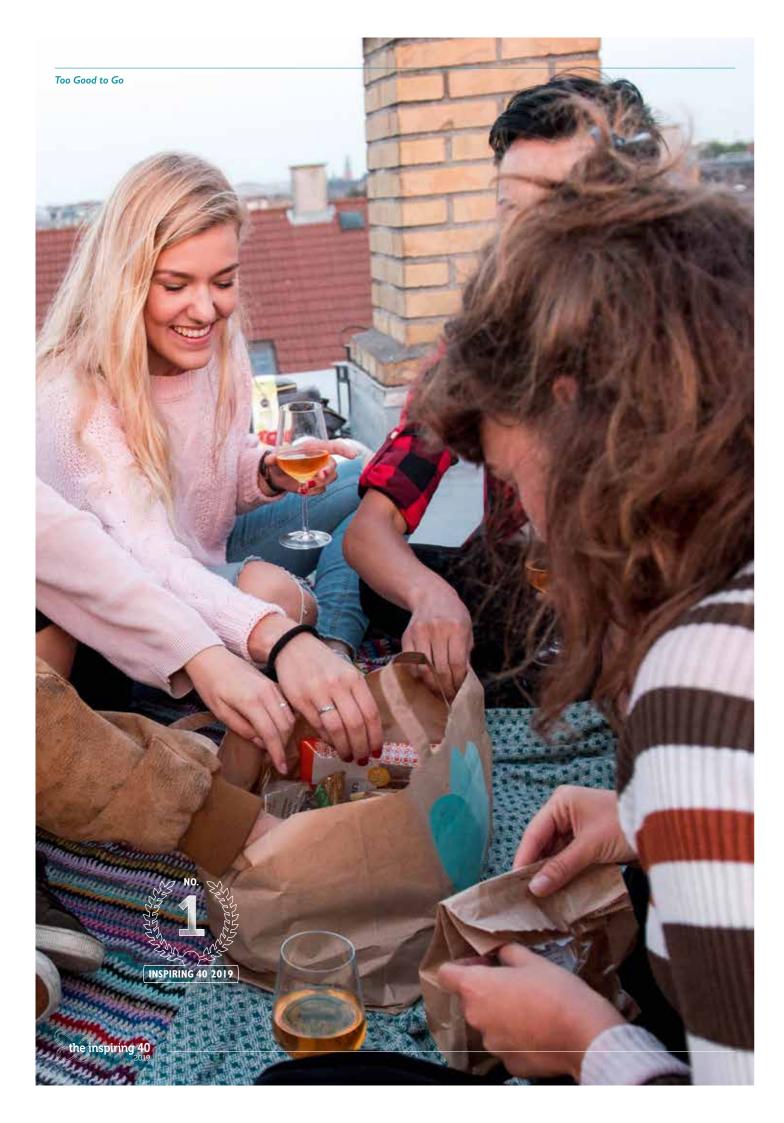
| 17 | Rituals | 1% ▲ | -8 ▼ | 1134.57 |
|----------|--------------------------|-------------|---------------------|---------|
| 18 | Gazelle | 7% ▲ | 10 🔺 | 1133.83 |
| 19 | Samsung | 1% ▲ | -6 ▼ | 1131.38 |
| 20 | Apple | -1% ▼ | -17 ▼ | 1125.11 |
| 21 | WNF | 1% ▲ | -7 ▼ | 1124.92 |
| 22 | Cool Blue | 4% ▲ | 0 ► | 1118.20 |
| 23 | Consumentenbond | new | | 1116.99 |
| 24 | Picnic | 1% ▲ | -8 ▼ | 1116.89 |
| 25 | Ben & Jerry's | 6% ▲ | 8 🛦 | 1115.93 |
| 26 | Dove | 9% ▲ | 13 🔺 | 1115.40 |
| 27 | Dille & Kamille | - % ▼ | -15 ▼ | 1109.56 |
| 28 | Philips | 4% ▲ | -2 ▼ | 1108.63 |
| 29 | Vivera | 1% ▲ | #N/B | 1106.42 |
| 30 | Google | 6% ▲ | 5 🔺 | 1106.16 |
| 31 | Universiteit Wageningen | new | | 1103.61 |
| 32 | Velux | 2% 🔺 | -12 ▼ | 1101.94 |
| 33 | Douwe Egberts | 4% ▲ | - ▼ | 1101.02 |
| 34 | Starbucks | 6% ▲ | 3 🛦 | 1100.01 |
| 35 | | 2011 | | 1095.58 |
| 55 | Booking.com | new | | |
| 36 | Booking.com Microsoft | new | | 1091.69 |
| | - | | -6 ▼ | 1091.69 |
| 36 | Microsoft | new | -6 ▼ #N/B | |
| 36 37 | Microsoft Adidas | new 2% ▲ | | 1084.91 |

Disappeared from the Inspiring 40 in 2019: Bugaboo, The Body Shop, Lidl, Campina, Auping, Innocent, Greenchoice and Triodos Bank.



 $[\]ensuremath{^{**}}$ Shift in ranking of this organisation compared to 2018.

^{***} The scores are annually based on index scores in which the average of all measured organisations in 2012 amounts to 1,000 points.



Too Good To Go

Everyone wins

At the most inspiring organisations according to the Dutch, everyone wins. Customers, partners, investors and the world. Only one and a half year active in the Netherlands, Too Good To Go developed lightning fast from startup to scaleup. Over one million people in the Netherlands downloaded the app and saved more than one million meals from the garbage bin by doing so. What mostly counts is the enthusiastic reactions of the users: 'What a great initiative!' 'So much value for money and doing good in the meanwhile' Too Good To Go is a movement attracting more and more people and partners.

From mistake to idea

A coincidental mistake led to the emergence of this fast-growing movement. Four young Danish friends saw a waiter throwing food away at a buffet. This should have happened behind the scenes, but accidently happened in sight. In many cases, this would have little consequence. In this case, things went differently. The boys realised that this could never be be an accident. And thus, a lot of food was being wasted!

The problem of food waste

44 percent of the garbage worldwide consists of food and plant-based material, of which a large part is food waste. About a third of all the food being produced yearly worldwide, gets wasted: a dazzling 51 tonnes per second. They expect that this will increase with another third before the year 2030. This food waste damages land, sea, causes energy losses, larger shortages of clean water and an enormous emission of CO2. If food waste was a country, it would be the second largest producer of the worldwide greenhouse gas emission.

This worldwide problem is also an issue in the Netherlands. Annually, the Dutch households, companies and catering industry waste an estimated two million tonnes of food. That this is a problem also appears from the 2018 ambition of Minister Schouten to reduce half by 2030.

A win-win-win model

The friends came up with a simple idea: make an online platform where restaurants and supermarkets (partners in Too Good To Go's model) can offer unused products before these are wasted. Profit for the world against a minor effort of restaurants. They built an app and got started.

From 'for good' to 'business for good'

The idea was successful. Also outside Denmark. Food waste is a sensitive topic for many people. A turbulent phase followed, in which the app was being launched in Europe through a franchise model. But it was not immediately successful. Everywhere they invented the wheel again, but weren't able to reach scale anywhere. Everyone was looking for money, partners, customers and impact, but the startups did not succeed to outgrow this phase. However beautiful, it simply did not work yet. A lot of purpose, not much impact.

The friends realised this could no longer continue and looked for investors. These investors recognised the win-win-win model, were enthusiastic, but also saw that this needed to be done completely differently. They stepped in, but the young, unexperienced founders needed to take a step back. And they did. All while continuing to work within Too Good To Go. This way,

space was created to work out a great idea in a great way. The investment enabled them to focus all attention on creating impact.

It started with installing an 'overqualified team'. A team with one central motive to make impact with people. They got started: the international establishments were bought back and the concept was reworked.

An important change formed the basics for the breakthrough. The price of the Magic Box, as the surprise packages of Too Good To Go were called, was adjusted. Meals were for free initially, which caused that regularly, these were claimed, but not picked up.

From now on, they were sold for a small amount of money. Far below the original value, but not for free anymore. With these two changes Too Good To Go became popular: ordered meals were picked up now. The sellers wasted less and also earned some money with it. And Too Good To Go also kept a small percentage. An initiative for good became a business for good. That was exactly what was needed in order to further develop the movement.

The Dutch start

The Dutch initiative was the first international step. Joost Rietveld brought Too Good To Go to the Netherlands after he got to



Joost Rietveld



know the initiative in Denmark. He recognized an enormous opportunity for the app in the Netherlands. At that time, there were other apps with the same intention, but the solution they offered was often too complex and also lacking the scale. It could and had to be better in the Netherlands and that's what Joost wanted to realise.

His background made him the ideal person for the job. Personally, he is fascinated by the worldwide food system. 'How did we get where we are today?' He asks himself regularly: 'In the US for example, the government subsidised corn. This caused corn becoming so cheap, that it is being used in nearly everything, among which fast food. Fast food is now cheaper than healthy food, a strange situation.'

Earlier, Joost worked for Nestlé and was taught there how to build brands. At the Danish subsidiary OSCAR, he got the space for his personal motivation to change the food system. He realised that projects against waste were providing a lot of energy. When he made a side-step and started to work for a technological startup, he learned how to build teams and how to lead a team through the different phases of growth in an organisation. In Too Good To Go he sees the ideal base: 'We use a business model in order to solve a social issue. At traditional companies it is the other way around. They are looking for a social issue that fits with their business case. That doesn't add up.'

The professional base of Too Good To Go did the rest, and in January 2018 he started with a small team in the Netherlands. The Dutch company was part of a European initiative that wants to inspire over 50 million people to join and wants to cooperate with 75.000 companies and 500 schools, to change the policy in five countries.

Selling the dream

A year and a half later, over one million Dutch registered via the app and they 'saved' over one million meals. Users are very enthusiastic: 'Great! You get so much value for money and doing good.' The same counts for partners: 'This is so much fun!' The Dutch team is increased now to 30 people.

But still, there were also difficult moments. Joost: 'At the start there was nothing: no properly working website, no customers,

no scale. It was really 'selling the dream'. Until the moment that we had the first 25 partners, it was really tough.' Two months later, the next difficult moment appeared. 'We were stuck. Restaurants and supermarkets with whom we were talking were listening to us, liked the idea, but did not step in. We started an intensive process in order to turn this around. For two weeks, we came together at the beginning and end of each day and ended with one simple question: 'How do we tell the story?' A tough but also beautiful time. We learned that we needed to introduce it as an initiative, not as a company. That we have an ambition. That there are already people in the neighbourhood who are waiting for restaurants and supermarkets to join. Step by step we discovered how to bring the storyline.'

Further growth

The theme is popular. The ministry of Agriculture, Nature and Quality of food announced the beginning of October that estimated, the Dutch in 2019 are wasting 34.3 kilo food per person. This is 7 kilos less than in 2016, but still way too much. This means that nothing changes in the huge ambitions of Too Good To Go.

Reaching one million Dutch in a little over a year was not that much of an effort. The interest is enormous and users are eager to save meals. Therefore, the next step is to increase the usage. For that, we need way more partners: more supermarkets and restaurants actively starting to reduce the waste of food. In October 2019, over 2.500 partners are taking part of the initiative. Joost: 'Entrepreneurs are not always conscious how depressing it is for an employee to throw away food. In this way, it becomes fun. To give all the users the opportunity to fight food waste, over 5.000 partners are needed who currently have this issue.'

Besides that, Joost and his team want to pay more attention to information, education and inspiration. That way, they hope that besides the Too Good To Go – users, the whole of the Netherlands takes action. In August of this year, as a first step, Too Good To Go launched a new component on their website: a knowledge database full with information about food waste at home and at companies, more about the issue and educational material for students of all ages. It is a matter of time until the consciousness of the food waste issue and the solution Too Good to Go offers, is established in all the Dutch people.

Five mechanisms for inspiring organisations

The Inspiring 40 are the eye catchers of the Business for Goodmovement. They inspire the Dutch. What they do to achieve this, is written in the four pillars. How they can do this, asks for a deep dive in their stories. In the conversations we had with Too Good To Go, bol.com, IKEA, Tesla and Tony's Chocolonely one simple principle strikes out: they are all impact organisations working from inspiration. The power of inspiration is available to every organisation. What is needed in order to use this power? We always find five mechanisms:

- I To inspire starts with being inspired
- 2 Win-win-win
- 3 Think global and democratise
- Simplicity and logic
- Continuous in beta

To inspire starts with being inspired

Inspiration starts with a simple mechanism: in order to inspire, you need to be inspired yourself. Only inspired organisations rise the safe conformism, leading to mediocracy. At the base of inspiration is aspiration: a desire for another future. Often this originates from dissatisfaction, anger. Frustration about the wasting food, led to Too Good To Go. Wonder about expensive furniture led to the founding of IKEA. Dissatisfaction with the plastic soup led to the founding of Dopper, anger about animal suffering led to the Vegetarische Slager and disbelief and frustration about child slavery led to the birth of Tony's Chocolonely.

Dissatisfaction may lead to anger, frustration and fear. Complaining and doing nothing. If you mirror dissatisfaction in a visionary image about possibilities, you will get aspiration. Aspiration is a clear desire for another future. Aspiration becomes inspiration when you combine it with a plan to make it happen. These plans are often surprisingly simple. An example is Tony's Chocolonely's roadmap. To make the whole industry slave free with a small group of people in three steps (create awareness, lead by example, inspire to act). Inspiration transforms managers into leaders and

into co-operators working on their organisation instead of in it. Inspiration lets people automatically think about possibilities and



2 Win-win-win

Dissatisfaction can have many causes. Today dissatisfaction is mainly triggered by social issues. Between 2008 and 2012 the number of customers of Triodos Bank doubled. Why? The assumption was that this caused 'hassle', without added value. Triodos Bank created this movement, long before sustainable banking became a theme. The dissatisfaction from which Triodos originated, was the realisation that investments with savings and funds determine what grows in society. Until that moment, both with banks as well as with their customers, the only thing that counted was return on investment. The dissatisfaction became aspiration when Triodos Bank offered a solution: sustainable banking. It became inspiring when a clear plan was set in order to make it big.

Roel Welsing, back then marketing manager at Triodos Bank, developed this plan: becoming the best service provider and on top of that interest people in sustainable banking. Unconventional measures were taken, like direct personal contact, no guidelines for the duration of a call, the call centre as profit centre, placing the call centre besides the board of



Four phases of inspiration

management and the rule that each marketeer had to take the calls, if an action went wrong. The result was that Triodos Bank received the highest NPS-score in the financial sector. Triodos Bank changed the standard in the financial sector. Most of these principles are now standardised at many banks. Back then, Triodos Bank was the first. Only then followed the next step, by making sustainability ambitions concrete and to be the first bank being transparent in the investments it made ('My money is doing good'). Just like that, Triodos Bank combined two advantages: exceptional service with a social advantage. Causing an amazing growth, never seen in the financial sector

Profit for the customer, profit for the world, profit for the investor. This win-win-win principle is typical for inspiring Business for Good organisations, like Too Good To Go, De Vegetarische Slager, Tony's Chocolonely, Tesla, Dopper and Ben & Jerry's. A special, extremely good product causes growth, which is used to serve a social goal, resulting in a healthy company.

Fear disappears where inspiration appears

The inspiration to do good, nearly always inspires employees to realise this extremely good product. Doing so, employees are more eager to stay, are more productive and the organisation is able to attract more talent. Besides that, the success of an organisation is not determined by the success of a product. Social impact is what counts and the desire to realise this, is as big as the trust in succeeding. Joost Rietveld of Too Good To Go used these words for his team at the difficult start: 'If it is too tough, please go somewhere else. In the end, everyone takes part. But if you find a closed door, look for a window.' Trust and determination lead to innovation and learning experiences, from which successes arise. An employee cannot fail, he just hasn't found the road towards the end result yet. In transaction-driven organisations, employees can fail. In the end, this is stifling and leads to mediocracy. Not at Tony's Chocolonely, Tesla, Vegetarische Slager and Dopper. Tony's launches more new tastes than whichever other brand, Tesla has the guts to go beyond in design and service concept (rapidly scaling up the number of charging facilities, ordering via the internet, etcetera).



3 Think global and democratise

Desire for impact often causes that inspiring organisations 'democratise' something. They make something available for everyone. Nike democratises the idea that in every person is an athlete, Samsung democratises innovations, bol.com makes internet shopping available for everyone and the Efteling submerges people of all ages in fairy tales.

Inspiring Business for Good organisations go one step further. They democratise something for all people: here, now and in the future. Whether it is about accelerating electrical transportation, slave free chocolate for everyone, humanity in every situation, a plastic-free ocean; they offer something limitless and timeless. They touch the desire to broaden welfare. In this way, win-winwin becomes a movement at scale. Limitless ambition stimulates limitless thinking.



4 Simplicity and logic

Too Good To Go has a simple idea to stop food waste: what if we can join offer and demand at any moment? Make left-overs directly available. Combine this with the surprise effect of the Magic Box and you will get enthusiastic users, stop food waste and do something against CO2 emissions. This is similar to Fairtrade Original, that has a simple recipe to make honest products attractive: make the best of exotic countries available for everyone and make sure the chain does not leave a nasty taste. Tesla's original masterplan comprised out of four steps: build a sports care, use that money to build an affordable car and use that money to build an even more affordable car. Besides that, Tesla offers zero emission electric power generation options.

The essence of their strategy is an absolute value focus. In our experience, only a few organisations have focus. They do have it on paper, but in practice only a few are able to tell us what the goal of the organisation is, and how this connects with their daily business and tasks. Let alone that they make structural improvements in that. This is different at the impact organisations. The dedication to create impact liberates them from distractions (like competition), so they can fully focus on the value they want to deliver. This leads to simplicity and logic both for employees as well as for customers. The power of this cannot be overestimated.

employees

The traditional organisation

The impact organisation

Financially driven Purpose driver

Organisations have a business goal Organisations have a social role

Welfare before wellbeing Wellbeing before welfare

Doing well is central Doing good is central

Increase welfare Broaden welfare and wellbeing

CSR is our accountability Our reason for being is in society

Sustainability is people, planet profit Sustainability is people, planet, purpose and persistence

Ownership and top positions are financially valued Everyone is valued

ead on purpose Lead with purpos

Steered by control Steered by inspiration

nnovation is expensive but a must Innovation is an opportunity and means for impact

Customer relationships are series of transactions
Customer relations are about standing for something togeth

oyalty is about that of customers to the organisation Loyalty is about that of the organisation to customer.

e profit of one is the loss for the other We win or lose together

5 Continuously in beta

The desire to have social impact, makes Business for Good organisations both innovative and flexible. Tony's Chocolonely introduces many tastes, new stores and now has plans for a Choco Circus. Too Good To Go introduced the Magic Box. The desire to move forward stimulates continuous improvements and large innovation. IKEA is a good example of this. The desire to enable affordable and comfortable living for everyone (now and

in the future), makes that the company continuously searches for better and innovates to do so. The store teams work with a lot of energy on the store experience and try to improve this every day. Examples of large innovations are a LED-lamp for one Euro, the first kitchen made of recycled plastic and closets without screws, that can be put together and taken apart again easily, with less materials. Impact organisations only succeed when the issue from which they originated is solved. This drives them forward.

'There is no persuasion without inspiration.'

Barack Obama





LEGO

Business to rebuild the world

After 30 years, the 87-year-old toy icon chooses to inspire the world with creativity. 'LEGO rebuilds the world' is a worldwide campaign to stimulate the problem-solving capacity: creativity and resilience to make the world a better place. This is how the campaign gives an impulse to the mission 'to inspire and develop the Builders of Tomorrow'. The way LEGO is using its force, is an example of the impact large organisations can have. However, even LEGO, with a turnover of almost five billion Euro, knows issues about balancing purpose & profit. At the start of 2018, the results were weak and sales went down. In 2019, the tide seems to have turned and LEGO is finding its way to impact.

The future: problem solving capacity

LEGO's idea and mission become increasingly relevant. In the next few decades, her social role will grow in meaning. The World Economic Forum* announced this spring that 'problem solving capacity' will be one of the most important and valuable competences for employees in the future. Stimulating creativity is urgent nowadays. How do you teach people to innovate, solve problems and think critically? By cherishing the power all children have and make it big. Challenge them and stimulate their creativity by solving issues in a playful manner. LEGO believes every child has creative problem-solving competences. The company cherishes this creativity and stimulates 'the builders of tomorrow' to excel in this.

How? The basics is hidden in the LEGO-system itself. The ultimate platform for creative expression. Problems are being solved in a creative manner. Children do not imagine what they want to create; they build and rebuild. They experiment, fail, learn. You must colour outside the lines. Give people 6 of the same building blocks and ask them to build a duck and they all will build it in a different manner. That is the power of creativity that is hidden in everyone and LEGO stimulates this. New products are all about the sustainable development of capabilities and span all items of creativity: from lateral thinking to empathy. The 'purpose' is in developing a playful mindset.

* World Economic Forum Future of Jobs Report 2019

Together you will get further

LEGO counts over 19.000 employees and has a turnover of nearly five billion euro. Still, the company needs partners in order to make impact. For LEGO Friends, LEGO cooperates with National Geographic. Saving sea animals and the oceans is brought under the attention of children in a playful manner. LEGO-sets are inspired by true rescue operations on sea. It encourages children to find solutions for saving the habitat. With UNICEF's input, LEGO is working on a Family-Friendly Workplace. This way employees can combine their role as parent with work. UNICEF's knowledge about child development actively gives substance to the Family-Friendly Workplace within the organisation. And together with the World Wide Fund for Nature, LEGO sets ambitious targets to reduce CO2.

New sustainable initiatives

The social role of LEGO is to stimulate creativity and reduce its footprint. In 2020, the target is 10% reduction in emissions, based on their 2016 emissions. From production to distribution, steps are being taken. Because of investments in their own wind turbines, LEGO-bricks are already produced using sustainable energy.

In 2025, packaging must be 100 percent reusable. A large ambition, where LEGO focuses on sustainable production of polyethylene bricks. An important step is taken with 'the ultimate treehouse'. This 'box' comprises out of 200 bricks, made from sustainable sugar cane. The most environmentally friendly toys at this moment, according to LEGO. In 2030 all LEGO products must be sustainable. Plants for Plants is a LEGO world in which these new plant-based stones are used in a world of sustainable super heroes who need to protect the earth. Educational and beneficial.

New elements from the online world also find their place at LEGO. LEGO Hidden Side is the first LEGO game, combining both the online and offline world via augmented reality. The game is set in a world full of ghosts. Children first build their own world, just

like with other LEGO sets. New to Hidden Side is the augmented reality layer: the physical game comes to life with the free app.

At this moment, there are eight LEGO Hidden Side sets, for which regularly updates are launched that add new mysteries.

Besides new LEGO stores in Great-Britain, China, the Middle East and India, physical stores are also opened in the Netherlands. Utrecht is the first, Amsterdam will follow quickly. They will be true eyecatchers. Besides that, the stores offer space to play and there will be activities and events. In addition, these will be a 'pick and build wall', where LEGO lovers can collect loose bricks. You can also see in 3D how the result will look like. In the stores, children can enjoy their creativity again.

Besides the de physical stores, Billund, Denmark, has the LEGO House for LEGO lovers. At 12.000 m² there are 25 million LEGO bricks ready to offer LEGO fans off all ages an experience. AFOL's (Adult Fan of LEGO) from all over the world demonstrate their artistic performances.

Own employees as Play ambassadors

Stimulating creativity is also an important theme within the organisation. Each team is challenged to think from a child's perspective. Children as role model; act without barriers. LEGO employees as 'Play Ambassadors' are stimulated in 26 countries to share their experiences and enthusiasm with local communities. Also here, playing to develop creative capabilities is central. And to have fun together.

LEGO invites people to look at the word through the eyes of children: full of possibilities and opportunities. This optimistic look fits with who wants to play with LEGO. Children are always able to imagine a better version, despite how good it already is. This is something to cherish and make big. That is how LEGO builds on a new world.

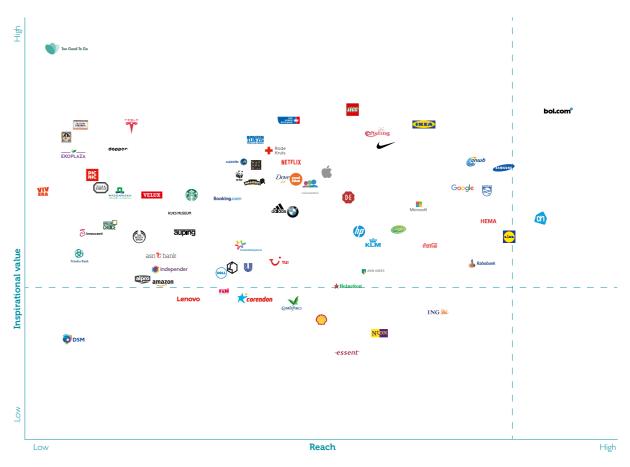


From inspiration to impact

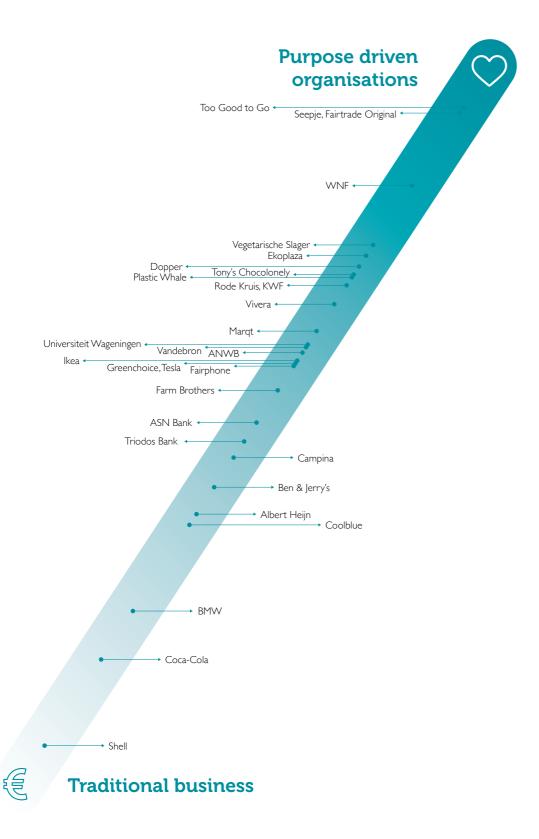
Inspiration is not the same as impact. It is the best base to have impact in the future. We determine the inspirational value based on whether people know the organisation reasonably well to well and/ or are customer of the organisation. The minimum threshold for a place in the Inspiring 40 is 10 percent. The inspiring organisations are not per se the most known organisations, but can (still) be small organisations. The impact of an organisation is also about the

reach an organisation has. We determine impact with the formula: Inspirational value × Reach. When we measure the Inspiring 40 on this, a broader image arises. Organisations with traditional business models have the largest reach. We do see though that Business for Good organisations are structurally 'shifting to the right' in recent years, despite an often smaller advertising budget. This is one of the proof points for the movement of Business for Good.

The impact of the rated organisations (Inspirational value x Reach)



PART 1: THE MOVEMENT BUSINESS FOR GOOD | 33



Organisations measured according to contribution to societal issues and sustainability



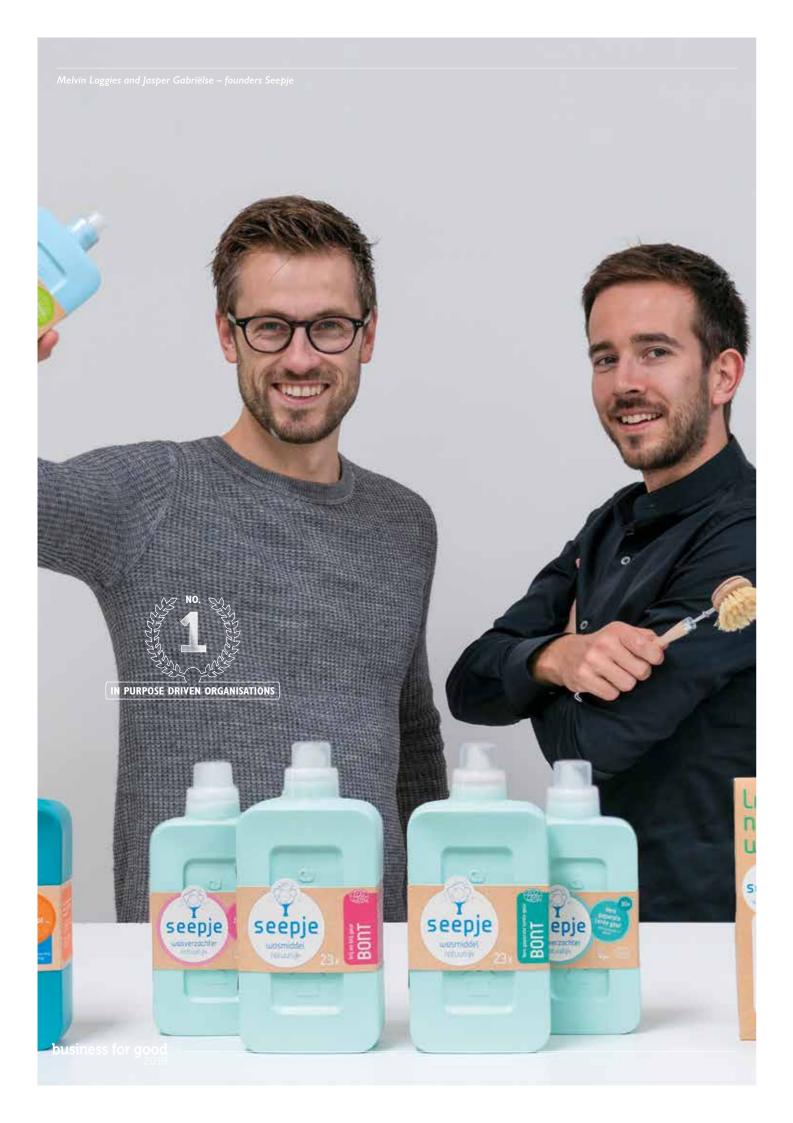
The movement Business for Good - 2

Eyecatchers amongst purpose driven organisations

After a search of over eight months, Teyler Padberg, Herman Insinger and Tjebbe van Meeteren found the breakthrough. The 'Farm Brothers' discover a way to bake cookies on a large scale without using palm oil. For Farm Brothers an important discovery. They want to offer the best of nature, whilst maintaining nature. Nature, however, is replaced rapidly by palm oil plantations. Shortly after the discovery, marketing manager Marieke de Goeij asks herself out loud what should be the best moment to share the recipe with the world: before or after their own cookies are a success?

The only consideration for Farm Brothers is the question which approach leads the quickest to a lower palm oil usage. A more successful cookie proves that the new process is working and will support to spread the recipe. On the other hand, it also delivers a delay the company may not be able to afford. It signals the mentality in purpose-driven organisations: impact counts, not making profit. The inspiration to work on a better future gets the best out of employees and makes them over twice as productive, research demonstrates. Purpose-driven organisations therefore grow fast.

For this reason, we analysed the data of the Inspiring 40 and focused on the social impact and sustainability of the organisations. Too Good To Go, Fairtrade Original and Seepje, are in the eyes of the Dutch the eyecatcher of the purpose driven organisations. Shell scores the lowest in the perception of the Dutch and therefore it stands at the bottom of the list.



Jasper Gabriëlse – co-founder Seepje

From cuddly to mass production

Seepje. It already sounds cute. Like a three-year old learning how to pronounce the word 'soap'. The company is also cute. In all facets. In their brand-new office at the Mauritskade in The Hague, we talk with Jasper Gabriëlse, one of the founders. The office breathes cheerfulness. At least, with the twelve Seepje colleagues, they have a lot of fun. Behind this however, there is a very serious thought and ambition to realise a change.

Why are they able to do it?

With Melvin Loggies, Jasper founded Seepje six years ago, after they watched how people in Nepal were washing their clothes with the shells of the Sapindus mukorossi fruit on the television. This soap nut comprises saponine, a natural form of soap. 'How is it possible that they are able to clean their clothes, that has beautiful colours, while we in the west need different chemical means fort this?' Jasper and Melvin asked themselves. 'And how great would it be if we started doing the same in Europe?' The two men used Google to search for a supplier for these shells and they found Hari. They did not have the money to go to Nepal, so the whole deal was closed through e-mail. They scraped all their money together to ship a 500kg pallet (less was not possible) to the Netherlands. Here, they placed their mothers to work in order to test the shells. At the beginning, it felt strange to wash with shells. But, according to the measures of the mothers, it did wash very clean. The 'user acceptance test' was successful.

The first baby step to growth: share the story

From his study business administration, Jasper knew very well how to write a business plan. One of the strategic choices was not to sell the shells through the regular channels, the supermarkets. On the shelves it would be much more difficult to tell Seepje's story. Therefore, at first, the shells were sold via gift stores and 'wereldwinkels', where sellers took the time to explain the unique qualities of the shells. Still, for most people, it remained strange to wash with shells. 'We could try for ever to convince people it is very normal to wash with shells, but it seemed better to us to adjust the product to what people are used to.' So, Melvin and Jasper decided to create an extract from the shells as the basics for a liquid laundry detergent.

Nah, that never happens...

It took some effort to find the right formula, meeting their quality requirements. In their 'laundry room' at the Binkhorst in The Hague, Melvin personally made a liquid extract of the shells, using a cooking and filtering process. It worked!

Just when Jasper and Melvin were ready to open up the champagne, they received awful news. A heavy earthquake reached Nepal.

They immediately sent Hari a message to ask how he was doing. At the time, he could not find his family and employees. 'This was not a moment to celebrate, but to take action. Within a short time frame we set up a crowd funding action, collecting money for Hari's village. We collected 30.000 euro. It was not that easy to get the money to Nepal. The specific village of Hari was not supported by the large aid organisations. But luckily, with the support of a friend's company, we were able to get the money and the goods at the right place.'

The disaster made them think. We wanted a single source supplier, in order to jointly grow. The simplifies full transparency, part of a fair-trade audit. Investors warned us earlier for the risk of this... Suppose for example an earthquake takes place? Until that day, our thought was that this 'would never happen to us'. After this disaster they decided to find a second supplier in India, without giving up transparency and fair-trade.

Not only sustainability

Seepje offers a sustainable alternative for synthetic (laundry) detergent. But it does not stop there. With every step in their process, they choose for a social role. For that reason, they work with a limited amount of shell suppliers, in order to be able to really make impact for a village. Transport is by ship, not by plane, the bottles are made of 97 percent recycled plastic and the covers are processed in social work spaces. Also, the shells are paced over there. It is not about making more money for yourself, but about reducing synthetics. Seepje's investor only invests in social enterprises and has the same thoughts. Purely in Business for Good.

Taken up in the 'Ones to Watch'

Via social media, Seepje worked hard to find ambassadors. It worked, Seepje became more popular. Last year, this led to a place in the Inspiring 40. Still too unknown to make the 'electoral threshold' of 10 percent, Seepje became number 1 in the 'Ones to watch'. Ahold, however, got sight of Seepje and searched for contact. The retailer thought the proposition was unique, they started cooperating, causing the next step to serious growth.

Competing with giants like Procter & Gamble and Henkel requires scale. Jasper believes in a strong partner in every European country. As such, they are already active in Germany, France and are starting in the UK.

Time to make it really big

With the proof of the Inspiring 40, Jasper pitched for the 'Postcodeloterij'. 'How great would it be if the 'Postcodeloterij' would send a Seepje product to their winners?' Win-win: for the Postcodeloterij a nice product, for Seepje a good customer and a way to get the products including the story in a nice gift box at a large audience in their homes. Recently, online supermarket Picnic added the products to their assortment.

Big steps, but is it enough? Melvin still extracts the liquid himself the 'laundry room' at the Binkhorst. Steps have been taken to do this in Nepal and to process the shells to powder before shipping them. This is good for the people over there and it saves CO2. It creates time for research and development.

In 2019, Seepje is one of the highest scoring purpose-driven organisations. Getting known is the biggest challenge. It increased to eight percent in the Inspiring 40. Good, but not good enough. It is time to move on and to become part of the 'big boys'. The time of sweet and small is over. 'Next year, we want to double our sales at Albert Heijn.' If we succeed, the publicity will also grow, resulting into Seepje being part of the Inspiring 40 in 2020. Let's go towards a future of cuddly mass production!



The movement Business for Good – 3

Initiatives in and from large organisations

At the same UN Climate conference where Greta Thunberg did her impressive call, another person made a strong plea: Emmanuel Faber, CEO and chairman of the board of Danone and chairman of the World Business Council for Sustainable Development (WBCSD). When asked on his vision of climate challenges, he made clear in only 4 minutes that big organisations should pick up the challenge. He announced that WBCSD is launching the 'One Planet Business for Biodiversity' initiative. DSM and Unilever are part of this cooperation of 20 large Multinationals, jointly starting the worldwide change.

From Blackrock, DSM to ING

His impressive speech is partly covered at the next page. The size of the initiative is, with 500 billion dollars, huge. And this is only one of the many large initiatives announced this year. The movement of Business for Good definitely breaks through in 2019 at organisations who used to have traditional thoughts about business. Larry Fink, CEO of the world's largest investment company Blackrock, wrote a letter to all CEO's in January, entitled 'Purpose & Profit'. His fiery plea was about 'purpose beyond profit'. In the letter he exhibits his worries about the fundament of society: trust. The 'Edelman Trust Barometer', a valuable initiative of PR agency Edelman, underlines his story. Already for years, it exposes a worrisome trend: the trust in political leaders, organisations and institutes structurally decreases. In 2019 only one out of five people believe that 'the system' works for them. Fink pleas where governments do not deliver solutions, organisations should take up the challenge. In this turbulent context, organisations need a compass, that gives them direction for an extended period. Making profit is not the goal, but the means to reach long term goals. He ends his plea with a call for leadership: especially now.

The initiative of 500 billion

'Forgive me to cut it short. But the food system that we have built over the last century is a dead end for the future. In essence, we thought that our science could change the cycle of life and its rules. We thought that we could engineer the life that we needed and kill the rest in the fields. The resulting monocropping consequences are standing right in front of us now. We depend for two third of our food, on this planet, on only 9 plants today. And 40% of our lands are already degraded. In a nutshell, we have broken the cycle of life. And the missing link is the biodiversity in our fields.

So today, we are launching the One Planet Business for Biodiversity, which is a coalition of, to start with, 20 of the largest food and other agri-based companies in the world, that commit to putting nature-based solutions at the heart of our strategies, our processes, our supplies. We are going to focus on three priorities, on which we will come back to you when the Kunming Conference of the Parties will happen next year. The first is that we will shift our practices towards regenerative agriculture to restore soil health, to create a future for our farmers. The second, using the thousands of brands we have in our portfolio, we will create a demand for variety of crops, of species, of traditional seeds, that are forgotten today and are dying. And the third is, we will answer the need for an urgent change in the way we address deforestation and we will protect wildlife and wild biodiversity.

The total sales of this coalition today is about \$500 billion, in 100 countries where we operate. It looks big, but it's not. It's only a start; we need many more partners, and, in particular, we need your support. That's why I'm here today. We need your support to shift agricultural subsidies from killing life to supporting biodiversity. We need your support to make sure we can find a pricing mechanism for the incredible, invaluable externalities that nature is providing us all and farmers every day in the world. And finally, we need your help to curb finance, and make sure that they finally support this agenda.

Emmanuel Faber, CEO of Danone

'A leader should have courage and guts to step outside the system.'

Feike Sijbesma – chairman of the board DSM

One of the leaders taking up this social challenge is Feike Sijbesma. After he transformed DSM from a chemical to a bio technology company, the concern became world leader in nutrition ingredients like vitamins. Until something happened that changed him. A mother in India pushed a baby into his arms, and the only words she said were: 'You know, you know.' With this, she meant that he knew her child had a large change to die. He knew she was right. He carries this memory with him and it shapes him. He does not run away for it and has the opinion that leaders should have the guts to break with the system. Therefore, he focuses with DSM at solving challenges in the field of food, health, climate, energy, commodities and circularity. As CEO, he goes for results, but always focused on the non-financial goal. Financial results are a means, a cause, but not the goal.

With his purpose, DSM focuses on practical challenges for which business cases are being developed. Examples of these are reducing methanol emissions by cattle (via different food), lowering the mountain of non-recyclable carpets, better coatings for solar panels, and together with Auping, the development of Niagra – the first fully recyclable matrass. With investors, he pleas to only invest in DSM for the long term. This is special, because also financially, his approach has a positive effect. The stock value of DSM more than doubled in recent years. Nationally and internationally, Sijbesma and DSM are being recognized and known for the leading role, amongst others by Fortune Magazine, Forbes and the Dow Jones Sustainability World Index.

Sijbesma acts as an icon of this movement, after Unilever saw Paul Polman leave. He is definitely not the only CEO who chooses for this direction. In September 2019, the chairmen of the board of ING, ABN AMRO, the Rabobank, Triodos Bank and the Volksbank joined with over I20 banks a global initiative of the United Nations, in which they work on a more sustainable world through responsible banking. The goal of this initiative is that participating banks, with their joined controlled capital of 42.600 billion euro, will bring their policies in line with the targets of the Paris Agreement and the Sustainable Development Goals the UN determined in 2015. For a long time Triodos Bank had been a lonely ranger in this, and now it is in good company with the other banks. Only for ING, this is about 500 billion euro.

DSM, Unilever and ING were not the only organisations that announced those initiatives. In almost every sector, organisations are standing up to organise wrongdoing out of the sector and to do it 'in another way': from supermarket, beer brewer and travel agency to constructor. Albert Heijn, Plus and Jumbo made efforts in reducing packaging and food waste, reducing CO2 emissions and responsible nutrition. No retailer or restaurant can afford to not join 'Too Good To Go'.

The Dutch initiatives are not by themselves. In August, 200 CEO's of the American Business Round Table publicised an open letter, in which they stated that the goal of organisations is much more than only focusing on the shareholder. In the past, this group only had full focus on financial shareholders, or 'people who want to get as much as possible and give as less as possible.' Times are changing.

'I can feel there is energy in this'

Why is the movement of Business for Good breaking through at traditional organisations? The core is simple and will be recognised by many people: initiatives of 'business for good' unleash energy in organisations. How can you focus on market share growth when the world you love is at stake? You cannot. Unless you have the idea that you can do something about this by growing. We recognised it in projects we did last year with amongst others HEINEKEN, VELUX, GBN, Camps Food, SeaQurrent, Vrumona and Tony's Chocolonely. It happens everywhere. Joost Rietveld (Too Good To Go) typifies it strikingly: 'At OSCAR we avoided food waste. With every new project you felt: 'Wow, there is energy in this.' Besides that, some idealistic professionals are looking specifically for large organisations. Just like someone stated who we spoke with recently: 'I believe that especially here lie the answers for the big issues of today.'

From SME to department

This energy arises everywhere, in large, medium and small organisations. Last year, we met Ed Breuren. He is the owner of

Stadshotel Woerden, the most sustainable hotel and restaurant of 2017. The world he is leaving behind for his daughter moves him. In his creative and entrepreneurial spirit, doing nothing is not an option. After the hotel, he bought a farm to make its food close by and according to the biological principles. The chain is growing.

The Green House in Utrecht does the same thing. This fully circular restaurant of Albron was developed by Ernest van der Voort. In order to realise it, he and his partners were looking to push the boundaries. The story of circularity and sustainability became bigger and bigger, but was also sought in every detail. Like the sustainable wooden boards on which they serve lunch. And the fact that all furniture and chairs are made of 'old stuff' and are leased. The supplier gets paid for each time a person sits on it. In such way, we jointly make business. Dishes are being prepared according to the '80 percent vegetables, 20 percent meat' principle. The building itself is completely removable and can be built up again at a later stage. It started with wireless cooking without gas, using less energy. Now he is on his way to the wireless kitchen, that will be there within 15 years. Food is always being bought nearby. With their striving to not waste anything and to use everything. 20 percent of their employees have a distance to the labour market. They are getting a fair chance, education, a true job and afterwards a career. All in order to improve them. Van der Voort believes in the power of each and every person. For The Green House it was necessary to look for the boundaries. Invoicing the for per use of the chairs, instead of buying the chair itself gave challenges with the controllers. Their goals were to minimise the number of invoices. He still succeeded, because it brought progress. It is one out of many steps needed in order 'to do good'.

Small steps make a large movement

Large changes comprise out of many small steps. Business for Good is about the stories of organisations, but also stories of departments. One of the examples is the story of Karin Kersten of ABN AMRO on the following pages. There are many like these. For this edition, we mapped the impact of organisations. For social enterprises like Tony's Chocolonely, Too Good To Go and Dopper these are easy to find, they visualise impact. For large organisations, this still appeared to be challenging. Until we watched closer, and found many initiatives from departments and business units. These led to very concrete results, that we described in detail. We can wait for somebody else to move, or we can start the movement ourselves. The energy of people doing the latter, forms the movement of Business for Good.



Feike Sijbesma – chairman of the board DSM

'You cannot be successful as a company in a world that is failing'

The combination of the Sustainable Development Goals with DSM's competences results into a special story of success. DSM connects purpose with profit and proves both are strengthening each other. The success of an organisation with 23.000 employees has many fathers and mothers. Still, the contribution of Feike Sijbesma is exceedingly large. His leadership, and therewith DSM's, prove that Business for Good is everywhere possible.

When he took office as chairman of the in 2007, Feike Sijbesma was asked about his plans by investors. 'Building on a better company and a better world,' was his answer. The first appealed, the second to a lesser extent. He was asked to make a choice. 'I can't. I will not choose between those,' he answered. An uncomfortable moment followed. This was broken by an investor. She stood up and indicated this was the approach that she especially wanted to invest in. At that moment, it became clear once again DSM had chosen a leader, not a manager.

What building on a better company and a better world means became more and more clear in the years to come. That the combination is successful too. The high employee engagement proves it. 75 percent of the employees feels engaged. It is also proven by the innovation power. Products are being developed three times faster than a decade ago. 20 percent of the turnover is generated by products introduced only 5 years ago. The stock prices prove it too. The last eight years, DSM performed 275% better than the AEX. It grows over twice as fast as the market. The proof is also delivered by the social impact. Besides all innovations, DSM amongst others takes care for healthy nutrition for over 30 million people. That is 1.000 people for each DSM employee. It illustrates how people jointly achieve more. Feike Sijbesma's story and DSM's demonstrate that Business for Good is needed, that it works and how to make this move.

Gateway to a more Sustainable Future

In 2003 Sijbesma wrote 'Gateway to a more Sustainable Future' on behalf of EuropaBio. In this piece, he sketched the vision for a larger role of biotech in the chemical industry. He did this in his role as chairman of EuropaBio, a group of industrial organisations, comprising out of amongst others DSM, BASF, Cargill Dow and Dupont. It promised a more sustainable and profitable contribution of the industry to society. Five cases demonstrated how biotechnology supports bringing to market better products against lower costs. This goes together with a lower burden for the world. A way of thinking which today is the recognised signature of DSM.

What makes this so special, is the moment it occurred. This all happened in 2003, way before sustainability was a social theme. Already back then Sijbesma was conscious about its value, both for organisation and society.

Sijbesma often tells in interviews, that there was not a special moment when his vision and approach arose. It was a gradual process. But processes have catalysts. In his interviews and stories, often four appear: lessons from biology, an imaginary conversation with his children, problems in the world and opportunities for DSM. Others add a fifth: his personality. A clear strategy and working hard do the rest. Like this, Feike Sijbesma and DSM became examples and champions for Business for Good.

The most responsive to change survive

As biologist, he grew up with Darwin. He states: 'He wrote in 'The origin of species: 'It is not the strongest species that survive, nor the most intelligent, but the ones most responsive to change.' This counts for all species, for companies, for organisations but also for individuals. You need to continuously re-invent yourself, keep adapting. Why? Because we all live in an ever changing environment and need to take our own responsibility to be successful in this.'

He wasn't easy on himself for this. He wanted to learn how to give space to others. Notes on sticky-notes reminded him of this. It resulted in uncomfortable meetings, until he mastered it. Someone who is not easy on himself, won't be easy on the organisation either. DSM made innovation an even stronger competence.

Doing the right things now, for the good conversation later

The birth of his children was an important moment in his life. He asked himself what he would tell them when they would later ask him what he had done with his life. Talking about EBITDA and ROCE did not seem the answers he wanted to give. So, what was? 'We had a good life, and we tried to make the earth a little nicer, so you and your children can also continue living on it. And because I currently do not want to have this conversation in any other way, I have to do the right things now. In order to be able to answer this question later in life, I have to act NOW.'

'You know. You know.'

If there was any moment of great influence, it was a meeting in Bangladesh about eight years ago. When traveling for the World nutrition programme of the United Nations, a mother pressed her child in Feike's arms. 'She wanted me to take the child because she knew, the six children she had, would not all be there anymore in two years' time. And if I would take the child, it at least had the chance for a good life.' He knew she was right. 'Every five seconds, someone is dying because of nutrition shortage. Every 5 seconds. That affects me.'

He has been conscious about the big issues for a longer time. With many details, he is able to explain the big issues of the world. There is a lot of inequality in the world. The 20 richest people in the world have as much as 50% of the world. So less than I percent of the world, has as much as the remaining 99 percent. The billion richest people have 45 percent of the available assets and produce 45% of the waste, resulting in the fact that the

remaining six, in some time eight billion people, have only the remaining 55 percent. Is that fair? Is that sustainable? Shouldn't we expect people from India, China and Africa claim their part as well? The world is not sustainable. So, for me the key message is not so much hope or optimism, but 'responsibility'. I believe companies have the responsibility to contribute to a better world. And this also counts for the people working these. If you have influence, you should also have a strong sense of responsibility. Nothing is more dangerous than power without a sense of responsibility. And this is also the case for me as CEO. The impact you can make is linked with your competences. You have to focus on this. We looked at the Sustainable Development Goals, the world's agenda, and selected five we can deliver a good contribution to as a company. By placing these centrally in your strategy, like we did, you make it the core of your company.'

Opportunities for DSM

What undoubtfully helped, is his belief in the power of adapting. What also helps, is the convincing business case of biotech. With that, one is able to reduce costs, raise higher quality or production and lower the burden for the earth. Biotech offers advantages with respect to bulk chemicals. There are urgencies, there are competences and the rest is development. DSM develops through jointly taking up the big challenges with other stakeholders such as governments and social enterprises. This goes beyond CSR. This is about doing good, and doing this right. An example of this is the Clean Cow project, reducing the methane emissions of cows with 30%. Another is Veramaris. This is algaebased nutrition for farmed fish. Through this initiative, the (scarce) fish, that would otherwise be nutrition to other fish, remains in the sea. Above all, the farmed salmon is also healthier.

The personality of a game changer

'Sijbesma does not let go when he has an idea in his head.

This can be great, but also very annoying', we heard people say in interviews. To add to that, that he gives a lot of trust and

keeps focus on the greater dimensions. According to Sijbesma himself, leaders need to have the guts to sometimes be the first, and sometimes the only one, to make a choice. 'As a leader, you need to be able to explain simply that it is as it is. You should not avoid difficulties.' Leadership according to him is not about accepting the problems of today, but doing what is needed for the future. Andrew Steer, director of The World Resources Institute therefore typified him a game changer.

Clear strategy and simple principles

The strategy is simple. By combining the competences of DSM with the Sustainable Development Goals, DSM defined area's with growth opportunities: health and food, climate and energy, commodities and circularity. Value creation happens through three pillars: improving operations, enable customers to offer sustainable and healthy solutions and being an advocate of a sustainable company climate.

Sijbesma's capacity to clearly explain the core of an issue is striking. He says that he often asks himself the question: 'So, what is it really about?' He made himself an expert in asking and answering this question. The ultimate answer for him is the answer he gave to his children, that the task for DSM is to create value both for DSM as well as for the world.

Ten years ago, according to Sijbesma, the general view was that an organisation focused on 'doing good' (purpose) or 'doing it extremely well' (business). Nowadays, the view is that these can go hand in hand. He firmly believes that these should go together in the future. He has many good arguments for this. Organisations that don't do this, will lose access to talent, commodities, capita land means. But his most important argument is that 'a company cannot be successful in a failing world.'



Karin Kersten – managing director Trade & Commodity Finance, ABN AMRO

Small things bring about something big

'Banking for better, for generations to come' has recently become ABN AMRO's purpose. But even before this became the new direction, there were professionals working on this idea from their own motivation. Karin Kersten is one of these professionals. After watching the movie 'An inconvenient truth' from Al Gore, it became undeniably clear to her that we needed to intervene. And this she takes very seriously. In work and in her private life. Her story clarifies how employees on the department level of organisations can make the difference.

The central theme in Karin's career is about transformations with, for and by people. This began after her start as a consultant at McKinsey & Company. This gave her the opportunity to get to know numerous organisations. The downside, though, was that she got very connected to the people and to the problem she worked on. The urge to truly make the change happen in these organisations became too big. This was her motive to make the move towards ABN AMRO. In her role as Transition Lead Commercial Banking, one of her tasks was to lead the integration of ABN AMRO with the business department of Fortis. A hectic period, in which she worked long weeks with a team of 20 colleagues to realise the project within 40 weeks. Until it all snapped. The project was stopped and the team was left alone, upset and empty handed. Was all the work they had done for nothing? Her first responsibility was with her team. They were exhausted and disappointed. How do you get them motivated again? So that they enthusiastically start with new challenges again? She felt it to be her responsibility to motivate them and to guide them to good roles. This became her primary focus before she herself started with a new challenge.

Making the difference in buildings

After a leading role in risk management, Karin became Managing Director Facility Management. She received the assignment to reduce the amount of offices. At the time there were hundreds of offices. In some streets there was one from Fortis as well as one from ABN AMRO. It was not the sexiest job, facilities are not part of ABN AMRO's core business. But this was the right place to make a sustainable impact. This consideration was not yet anchored in the heart of the purpose and strategy of ABN AMRO. Karin's first plan was rejected. But this actually stimulated her to continue. 'If you truly believe in something, you keep on going. Especially when it is getting tough. We had to do it, just in a different way.' Her plan was simple: by executing the original assignment in an exceptional way and reaching all financial goals, space would become available for the sustainability agenda. The created space would be used to develop plans to make the portfolio of buildings more sustainable. Although not everyone in her team embraced this idea, she found enough pioneers to start the movement. 'At the headquarters at the Gustav Mahlerlaan already a lot had been done in the original design. Amongst others a pipeline to de Nieuwe Meer and foils on the windows that aimed to contribute to the cooling of the building.' But a lot was not yet good enough. It could be better. It must be better. She started a project 'Green Quest', in which far-reaching advice was given regarding sustainability. This resulted in the BREEAM* certificate in the classification of 'existing buildings', with an 'Excellent' rating on two aspects and 'Outstanding' on another. An enormous achievement for a building that originates from 1999.

Little big things

She did not focus her attention on her own projects, but tried to enlarge the movement overall. A playful action of hers was to give all board members a bottle of tap water, with a card attached to it, clarifying the difference this bottle made compared to bottled water. Both in terms of economics as well as to CO2 emissions. It worked. 'Looking back, this was a small idea that worked out greatly. But during the journey, this was not clear at all. I believe in 'Little big things', small things bringing about something big. This asks for perseverance. A transformation is not one 'big bang'. It asks for continuous persistence and taking small steps to make people conscious of it.'

* BREAAM is an assessment method to measure the sustainability performance of buildings.

Financing sustainability and social impact

After making the buildings more sustainable, she returned to the 'business' to also make an impact over there. 'For me, sustainability has many sides. It is about what you do in your company. I did this through facilities. But we can also do this through investments in companies and social impact. In my current role as Managing Director Trade & Commodity Finance for the agri, energy and metal sector, we can make the difference at our customers.'

When she was asked for this position, she had to think it through though. Oil is also part of the portfolio. 'So you can say: I won't do it, because it is not sustainable yet. Or you can choose to support the transition and to accelerate it.' Her motto in life is to choose the right path, not the easy path. And that's why she took this challenge.

As financier you influence to whom you provide money and against which conditions. For example, her team provides loans to coffee farmers in Africa, partly in money, and partly in fertilizer. In doing so, the yield of these farmers improved significantly. A worldwide commodity player in cacao and coffee was also provided with a loan with a 'social impact incentive'. 'When the social impact-goals are met, they receive a reduction on the loan. This will be deposit in their foundation for sustainability projects. More and more often, sustainability and social impact are conditions for loans, hereby influencing these sectors positively.'

In order to make an impact, it helps to be able to measure. With a university, they analyse the CO2 emissions of the current agri commodities portfolio. With this baseline-measurement and continuous measurements, they are able to make steps in the right direction.

Are all colleagues happy with these new non-financial ambitions? 'Very often it is imposed as a contradiction: either it is economic, or it is sustainable. I do not believe in this. I believe sustainable companies will also perform better in economic terms in the end. They are in a better position to attract customers and employees. And that pays off. Therefore, it is not purpose OR profit, but purpose AND profit.'



PART 1: THE MOVEMENT BUSINESS FOR GOOD |





Introduction part 2

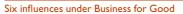
The growth of the movement

In 2015, the Nobel Nobel Prize in Physiology or Medicine went to the Chinese scientist Youyou Tu. She saved the lives of millions of people with her discoveries concerning a novel therapy against Malaria. On her journey towards these discoveries shines the name of a Dutch lady: Aletta Jacobs. Without women's emancipation, Youyou Tu's discoveries would have never been possible. Tu chose a unique approach by falling back on old writings.

Nowadays, we cannot think of a world without women's emancipation, but this was not always the case. In 1870, a motivated, talented Dutch lady, was refused starting medical education. It was exclusively for men. Protest was required against the establishment, rage, persistence, self-education, support from Thorbecke and the king's permission, before Jacobs received permission to start studying medicine. After this, she became part of a group of women working in medicine. This movement started in Great Britain and the United States, but still continues, nowadays, at different places in the world. The discussions about a quota for women in the boards make clear that also in the Netherlands, we are still not there yet. The movement did not end, but grew with the years and changed a lot during that time. It is an evolution, sometimes with shocks, but it is not a revolution.

These are the characteristics of a movement. It starts with lonely protagonists, going against the establishment. They find and strengthen each other. Together, they form an idea about something that's not there yet. Their effort, persistence and results inspire others to join. Until this becomes the new normal.

Business for Good is a growing movement and it will continue to grow. This decade, social enterprises are the first protagonists, the inspiring examples make it big. They find each other and strengthen each other in platforms like B Corps. The movement will grow, because of three reasons. First of all, Business for Good finds the ideal breeding ground in this time, where we run against boundaries of the growth as we know it nowadays. Besides that, the business case is convincing. It works for everyone. Last, new trends will make the movement larger in the future.





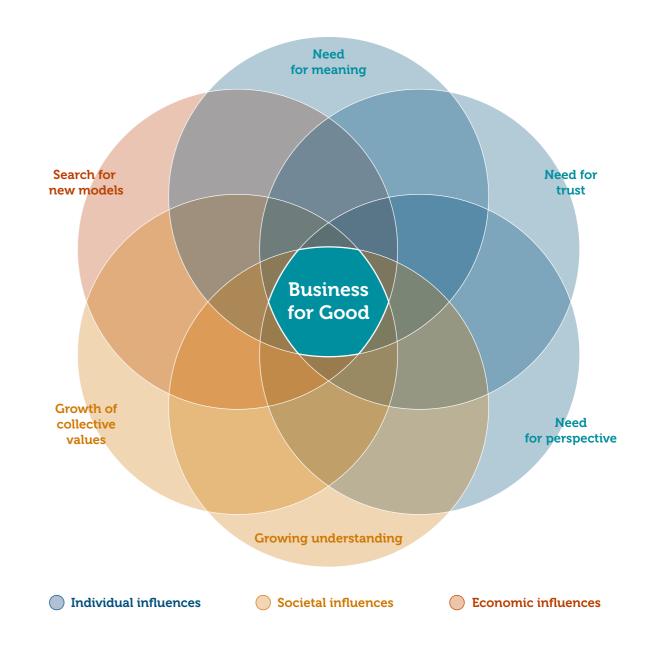
The growth of the movement – 1

The breeding ground

The movement of Business for Good originates because of a fertile breeding ground. That makes the movement more than a hype. Six influences underpin Business for Good. Individual, social and economic influences strengthen each other and form the climate for the transition of traditional business to Business for Good.

Once we are aware, we are responsible for our action and inaction.

Jean-Paul Sartre – Philosopher



business for good

Individual influences



1 Need for meaning

David Graeber, anthropologist and activist, introduced the term bullshit jobs in 2018: jobs that are completely or partly pointless. It resonates. Everyone has a deep-rooted need to have meaning: to matter to someone. In 2016, LinkedIn researched work motivation. For everyone, meaning was an important factor and for over a third of the respondents, even the most important one. Especially the Dutch score high on this one. Last year, Oscar Hundman, Director Commerce at bol.com, put it into words why: 'People want to perform very well. And they can do a lot, really a lot.' What is meaningful? People who do not want to work in a position, but on an issue. Business for Good fulfils this need and works as a magnet in the labour market.



In the book Sapiens, Yuval Noah Harari answers the question how humanity could survive other species. The key is in the human power to cooperate. If cooperation is the engine, then trust is the lubricant. Precisely that lubricant is running out. The cause is in the transactional model: the gain of one, is the loss of the other. In that case, mistrust is the only remedy. Mistrust feeds more mistrust, resulting in a vicious circle stopping all cooperation. Trust is especially needed. The way to break this, is choosing a win-win approach. The high population density makes us to be assigned to one and other. The win-win approach of Business for Good is the only approach offering perspective.

Need for perspective

'You only speak of green eternal economic growth because you are too scared of being unpopular. You only talk about moving forward with the same bad ideas that got us into this mess, even when the only sensible thing to do is pull the emergency brake. You are not mature enough to tell it like it is. Even that burden you leave to us children. But I don't care about being popular. I care about climate justice and the living planet. Our civilization is being sacrificed for the opportunity of a very small number of people to continue making enormous amounts of money. Our biosphere is being sacrificed so that rich people in countries like mine can live in luxury. It is the sufferings of the many which pay for the luxuries of the few. The year 2078, I will celebrate my 75th birthday. If I have children maybe they will spend that day with me. Maybe they will ask me about you. Maybe they will ask why you didn't do anything while there still was time to act,' thus Greta Thunberg at the UN conference of 2018 in Poland. Her story gives a strong sense of urgency.

Urgency is palpable at a wide field of social and ecological themes. There are issues about CO2 increase, climate change, soil health, biodiversity, plastic in oceans, division of welfare, abuses in factories, inequality, mistrust between people and child slavery. Business for Good responds to these urgent issues. Like Too Good To Go addresses the food waste issue and Elon Musk uses the rising CO₂ emissions as reason to introduce the Model 3. Business for Good organisations address not all issues at once, but focus on a specific theme, making the difference in this.

Social influences



4 Growing understanding

According to the Buddhist, ignorance is one of the three sources of evil (besides hate and greed). More and more is revealed about the consequences of the human action. Internet, science and the visibility of the changes contribute significantly in this. In essence, they expose that we cannot escape Newton's third law: action is reaction. Understanding feeds urgency.

Strangely enough, the abundance Greta is talking about, creates the opportunity for many to commit to solving the earlier mentioned issues. At a time where there is a desire for comfortable living, good food, traveling, et cetera, there is the opportunity to address the large issues. Not by stopping the usage, but by eliminating the negative consequences of it, or changing these into positive. Tony's Chocolonely does not try to ban eating chocolate, but to change the supply chain into a fairer one. Without slavery and with chocolate that is often nicer and more special than we knew before. Tesla isn't against the car industry, but thinks of a way for emission free driving. With models you love to drive in.

5 Growth of collective values

Part of us grew up in the Cold War. After the falling of the wall, the Western model seemed the best. Unimpeded growth followed, where individualism reigned supreme. Now that we seem to approach the boundaries of this Western model, collective systems from other cultures draw attention, like Africa and Asia. The popularity of the African philosophy of Ubuntu is a good example of this. Business for Good fits with these approaches.

Economic influences



6 The search for other models

With globalisation, the pressure of competition grows on markets. Besides that, changes go faster. Many organisations look for other models. This results into a search for creativity, relevance and other ways of cooperation.

Another model for creativity

The search for creativity is one of the largest issues for CEO's. How does their organisation keep in front of the changes? Business for Good activates creativity. It gives people a reason to be creative. Besides that, it creates psychological safety, because one can only fail when doing nothing. Creativity asks for another model on how to treat employees. A model where joined ambitions and shared values form the core of the relationship, instead of transactional labour agreements.

Another model for relevance

In globalising and quickly changing markets, relevance is the permanent theme for organisations. Relevance is often found by different ways of value creation. Too Good To Go is a good example. The company does not create a product, but delivers a service and value is created. They cooperate in a different way with retailers and customers: a cooperation based on a shared goal, where everyone has an advantage: that is the approach.

Another model for cooperation

When one's gain leads to the loss of another, structural cooperation is impossible. Cooperation really is the human power to move forward. Even Danone needs other companies to create change. We hear the same voice in our contacts with, amongst others, Albert Heijn, FrieslandCampina and HEINEKEN. No one can do this alone. Transactions are not the right basis for sustainable cooperation. Business for Good gives companies shared goal and values needed for sustainable cooperation.



For years, Albert Heijn has been one of the fixed points in the Inspiring 40 and the only supermarket in 2019's list. In the research towards the most inspiring retailers of the Netherlands, the grocery giant from Zaandam also shines in Top 40. On February 1st, 2019, Marit van Egmond started as the first female CEO. With a clear agenda and the ambition to bring the Netherlands a step further with nice, healthy and affordable food and drinks. With a real responsibility in the whole food chain. Themes as food waste, food scarcity, climate impact, reduction of packaging and decreasing the CO₂ footprint are inseparably linked to the policy of Albert Heijn for the coming years. Every day, the number 40 of the Inspiring 40 works on a supermarket being good for the customer, and better for the world.

In every corner of the Netherlands responsibility is required

As market leader in the supermarket sector, Marit van Egmond feels a large responsibility. 'Albert Heijn has already existed for over hundred and thirty years. We are in every corner of the country. Everyone knows us and our stores are involved in every neighbourhood. We introduced many innovations as first in the Netherlands; from barcode to kiwi to healthy steamed meals and – recently – digital saving through our AH-app. I also think it is very special that one out of five in the Netherlands has worked for us once in his/her life. But I especially realise that we fill five million plates with food every evening. That is a large responsibility. Of course, we constantly look for ways to make all that food nicer, healthier and more affordable for everyone. At the same time, we consider where our food comes from and how it is being produced. That touches large social issues like food waste, food scarcity, climate impact and the packaging industry. At all these domains, we are taking important steps.'

Everything Albert Heijn does is immediately massive. And therefore, has massive impact. The organisation is continuously moving to contribute in the business. Doing so, the social ambitions are part of the daily job. Reducing the usage of one-time-use plastics, increasing the biological offering (and actively promoting this), the cooperation with 'De Verspillingsfabriek' ('The Waste Factory') and – as practical it can get – the introduction of 'Buitenbeentjes' ('Outcasts' – fruit and vegetables not having the ideal form) are examples of the last two years.

Development and innovation as driving force of progress

Marit: 'Renewal and innovation, both at the field of food as well as technology, always had my personal interest. I have been pursuing this interest in Albert Heijn for many years now. For me it is important that we will always continue to innovate, keep leading the way and use all opportunities. That we demonstrate the value of food both for people as well as for society. Our knowledge and experience in the area of both food and technology enables us and others to support each customer personally to make his or her life easier, healthier and more sustainable.'

With Business for Good we visualise that business doing good is not the exclusive area of the idealistic startup anymore. More than ever, large organisations make big steps, and directly influence the market by doing so. Looking at the issues we are facing in the world and society, it might not go fast enough. And there is also lots of criticisms voiced about the intention and the real impact. What has become clear, is that almost every organisation is more and more conscious of the role they can and maybe even must play. A role, regularly being articulated in purpose; a crucial part of every impact organisation.

Purpose: the role of Albert Heijn is already 130 years young

Marit: 'I think it is important that everyone in our company knows our values: what Albert Heijn represents. This is inextricably connected with our history. In the old days, mister Albert Heijn already said poor ánd rich should be able to do their groceries with him. And nowadays, this is still important to me: to be there for everyone, and to offer all ingredient for a better life. As a large enterprise, we are able to make impact both for our customers ánd society. It is not more complicated than that, it goes very well together.'

Business for Good is about constant movement

The issues of today do not have a simple solution. And the last years, the rules have been re-written for a *company doing well* in *business doing good*. No big talks about tiny little performances, but a continuous search in which transparency and doubt are key words. 'Corporate Social Responsibility is in our DNA. That's why we are transparent about our efforts, experiences, dilemmas and progress. Also, for years, we are a reliable partner for our farmers, growers and suppliers, enabling us to invest in the long term and sustainability is never at the bottom of the agenda.'

If you want to be there for everyone, it brings a lot of leadership challenges. The choice for one, is sometime a choice against the other. Especially in the Netherlands, where polarisation is a serious trend, and the distance to each other is only increasing (SCP: Burgerperspectieven 2019). Albert Heijn takes the market leader role, makes big steps, but these are considered steps.

'At Albert Heijn, we look at social issues from all sides, not as 'single issues'. When thinking about reducing packaging, we also look at the impact on food waste. Besides animal welfare, we have an eye for environmental impact. Often, this nuance is a challenge, particularly when reading one-sided comments on social media. Especially then, steadiness is important. We do not want to talk out of both sides of our mouth and make a quick score. We prefer to make sustainable impact. Now, tomorrow and also the day after tomorrow.'

Leadership is about intuition and zooming out

Leadership plays a crucial role in the Business for Good movement and the transition of organisations towards a new role. Marit van Egmond has a clear vision on what leaders should do at such an important position in the organisation: listening. 'In my new role, I more often listen to what has not been said during meetings and conversations. And I dare to trust my intuition more often. Although the data seems correct, if it does not feel right, you need to keep on asking. Zooming in and zooming out again, because when being at a distance, you see different patterns than being close by. Both perspectives are important in order to understand an organisation and to steer on this. But do not wait until you know it all, create movement. Act before you're ready.'



The case for Business voor Good

Winning in four areas

(1) Employees become ambassadors

More talent + higher labour productivity + higher efficiency + more creativity

+ (2) Customers become fans

Higher customer loyalty + higher perception of quality + higher attention value + lower media costs + better reputation + lower cost of capital

+ (3) Investers become partners

Better result + higher growth + higher profit ... in the longer term

+ (4) Together we improve society

Less waste of food + fair phones + fair chocolate + less CO₂ emissions + less animal suffering + less plastic bottles + ...

The growth of the movement – 2

Business for Good = good business

Business for Good is about creating impact through a healthy business case. Tony's Chocolonely, DSM, De Vegetarische Slager and Danone demonstrate that this is not a matter of 'business' or 'for good', but rather both. We collected multiple researches, all delivering a strong plea to focus your enterprise on creating impact. As it turns out: the proof for the business case for Business for Good comes from four sub areas: effects on employees, on customers, on financial results and on social effects.

Positive effects on employees

It starts with the fact that purpose driven organisations attract more talent. Besides that, these talents are more willing to stay. Their involvement and motivation are higher. With that, it enables more autonomy, which benefits creativity. It lowers the need for control and increases efficiency. On their turn, more autonomy, creativity and less control, have proven influence on employee satisfaction, their productivity and intention to stay (research Indeed, 2017). A shared goal creates unanimity and less resistance. Overall, productivity increases.

Positive effects on customers

In the customer's perception, the quality of mission driven organisations outperforms that of non-mission driven organisations. These are the organisations people talk about, because it is worth talking about the experiences. 72 percent of the customers would recommend a mission driven organisation. That is the external inspiration effect: more attention and higher loyalty against lower costs.

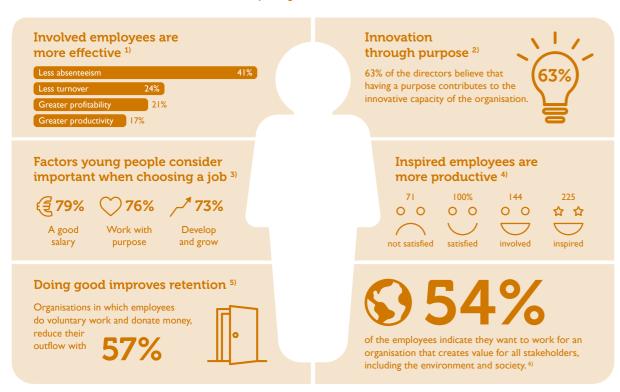
The positive financial effect

The financial business case is very convincing: Business for Good-organisations are mission driven organisations. The outperform their peers with 10 times in the S&P500 (1996-2011) and deliver according to another research 120 percent higher return on investment at the stock exchange (2013).

The positive social effect

This is difficult to generalise. Organisations working on Business for Good focus on specific issues. Many report their impact. We have taken a few of those and share a part of these on the next pages.

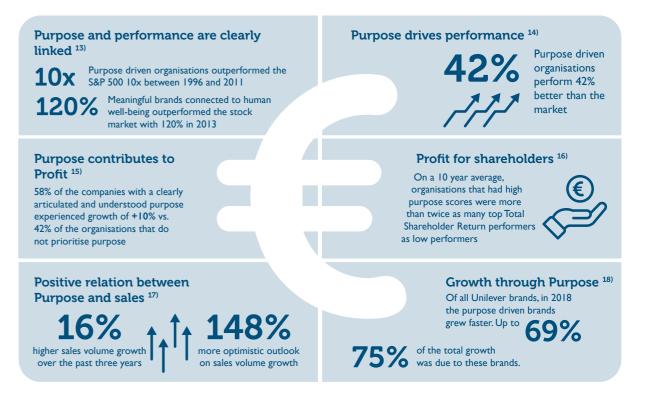
Business for Good for employees



Business for Good for customers



Financial



Business

Impact business for good on employees

- 1) Gallup Employee Engagement (2018)
- 2) EY Beacon Institute (2017)
- 3) YoungCapital(2019)
- 4) Michael Mankins en Eric Garton (2015)
- 5) Benevity Labs Goodness Engagement Study (2018)
- 6) EY Beacon Institute (2017)

Impact business for good on customers

- 7) Accenture Love Index Research (2018)
- 8) Edelman Earned Brand (2018)
- 9) Edelman The Good Purpose Study (2012)
- 10) 2019 Edelman Trust Barometer (2016)
- 11) LinkedIn Purpose at Work (2016)
- 12) Edelman The Good Purpose Study (2013)

Financial impact business for good

- 13) Edelman The Good Purpose Study (2013)
- 14) Global Leadership Forecast (2018)
- 15) LinkedIn Purpose at Work (2016)
- 16) The Boston Consulting Group & BrightHouse (2017)
- 17) Time Management Zelfevaluatie
- 18) Unilever (2019)

for Good

Social impact business for good

- 19) Too Good to Go (since start)
- 20) Instock (blog 'Impact of food waste' 2015)
- 21) Ecosia (since 2009)
- 23) Sodastream (website, report 2017)
- 24) Vrumona (sustainability page 2019)
- 25) Albert Heijn (sustainability report 2018)
- 27) Greenchoice (sustainability report 2018)
- 29) Seepje (the colourful annual report 2018)
- 31) Tony's Chocolonely (annual report 2017/2018)
- 32) Fairtrade Original (annual report 2017)
- 33) Triodos Bank (annual report 2018)
- 34) Vrumona (sustainability page 2019)



21,440,692

53.601.730

Kilos CO₂ emission avoided ¹⁹⁾



In 2015, Instock avoided a weekly average of 2000 kilos of food waste 20)

dopper

In 2017, Dopper was able to reduce the total production of single use plastic water bottles with ²²⁾

67,502,920

soda**stream**®

In 2017, Sodastream was able to reduce the total production of single use plastic water bottles with ²³⁾

3.5 billion

Vrumona

Lighter bottle caps enabled a reduction of

70,000 kg

plastic annually ²⁴⁾



In 2018 Albert Heijn saved

1.8 million kg packages & 477.000 kg

plastic ²⁵⁾



more efficient than light bulbs. This equals a reduction of over

60 million light bulbs. 26)

IKEA

GREEN CHOICE

Greenchoice delivered

3 billion

of green electricity. Of this, 90% came directly from the Netherlands ²⁷⁾

In 2018,

kWh

Model S, X and 3

550,000+

10+ billion

4+ million

Kilotons of CO₂ emissions saved ²⁸⁾

Tesla cars sold

Kilometers driven

Solar energy

5.26 TWh

TESLA



507,000 Seepjes sold

35 Annual incomes

in Nepal 422,644

Liters synthetical detergent substituted

1,150

seepje

Trees saved

for the harvest ²⁹⁾





2017-'18 7,107



fairtrade **ORIGINAL**

in 2017:

€459,057 Fairtrade bonus

€374,318

€178,908 License Max Havelaar 32)

Clothes repaired worldwide 7.834

Kilos of Patagonia products recycled 30)

patagonia

Works on more sustainable clothing

70,337







Triodos @ Bank 985 kton CO₂-e

avoided by Triodos Bank in 2018, by credits and investments related to sustainable energy 33)





Vrumona 390 million

Less sugar cubes. On average, this is an annual reduction of 5% 34)





Impact

Impact in the chain

Development expenditure



The growth of the movement – 3

The future

The movement of Business for Good is growing. Besides the permanent fertile ground and successful business case, we foresee three large development increasing this trend even more. First of all, impact organisations grow. Besides that, a whole new sector arises, which focuses sustainability. Finally, organisations become ecosystems.

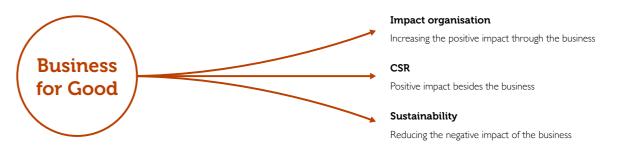
1 The growth of impact organisations

The influence of impact organisations stretches far. That what gets attention, grows. First of all, their market share grows in the markets. Tony's Chocolonely, Tesla and IKEA even outperformed the market. Besides that, they draw attention of other players in the market. When those players realise that they cannot stop the development started by these players, they adapt their behaviour. This is very visible in the chocolate industry. Albert Heijn participates in the open standard of Tony's Chocolonely. Lidl, Nestlé and HEMA also taking action. In the car industry, the German car manufacturers now massively bet on the electrical car. A change they first, passively or actively, tried to stop, is getting big by their support. With the growth of the impact organisations, the number of people who worked for these organisations also increases. Their ideas about what organisations are able to do have been changed for good. A sustainable way back to a transaction focussed organisation is often difficult for them, or they should get the space to bring these new ideas with them. The latter we will see more and more often. With that, they change traditional organisations. The movement is growing.

2 The growth of the sustainability sector

Lego works on CO2 neutral bricks made out of plants. IKEA strives generate as much sustainable energy as they are using themselves globally. In order to do so, investments worth three billion euro, have been done. Where impact organisations focus on increasing their positive impact of their business, sustainability is about decreasing the negative consequences. Whatever is the motivation to do so, in recent years a whole professional sector has come along, focusing on decreasing the negative impact of organisations. In this sector, it is all about one single question: what is future proof? They work on issues related to energy,

Three flows in Business for Good



CO2 emissions, circularity, hones value chains, labour conditions, et cetera. Still far from ideal, but at many places people make work of the positive change. Doing so, a whole new professional sector arises, where professionals think and work from sustainable principles. This sector, on its turn, influences the organisations it works for.

3 Companies become ecosystems

With all the contacts we have with organisations, we hear one sound. Whether talking to Albert Heijn, bol.com, Friesland Campina, HEINEKEN or the Johan Cruijff Arena, we hear the same remark everywhere: we cannot do this alone. Cooperation is needed in order to come further. Large issues are at the intersection of organisations. The expertise and size of organisations is needed in order to work out solutions and to bring these to market. Cooperation between organisations working from the traditional point of view, in which the gain of one is the loss of the other, is not possible in a sustainable way. Cooperation is a great means, but you need a shared goal in order to be able to cooperate. Business opportunities dissipate and seldomly lead to long lasting cooperation. A good example of this is the cooperation between Philips and Douwe Egberts and the introduction of the Senseo. An initially powerful cooperation ended when the business interest started to differ.

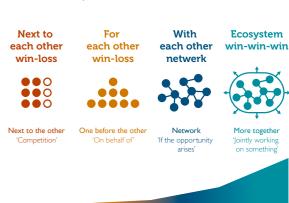
The desire to make social impact, brings a sustainable reason to cooperate. In the same fashion, Farm Brothers cooperates with Tony's Chocolonely. In the social enterprise community, many connections arise. Because the basics of these are not only in the financial aspects, the result is a more structural cooperation.

We also see this happening at places where the three types of organisations in the Business for Good movement touch each other. Unilever took over De Vegetarische Slager. Besides Ben & Jerry's, this is the only social enterprise in the organisation. Both remain at a certain distance and are able to determine their own course, but strengthen each other in the meantime. Last year, HEINEKEN Nederland took over the small brewery Oedipus, that celebrates the differences between people with 'craft beer'. Oedipus is not being incorporated, but remains its autonomy, where HEINEKEN supports them to create impact.

An ecosystem implodes when one takes advantage at the expense of the other. And it flourishes when it makes everyone better.

This is only possible when the focus is not on dividing the current profits, but to create value for everyone: win-win-win.

Four levels of cooperation



Added value cooperation (synergie)

business for good



Patagonia: impact organisation since 1973

People in the Netherlands know Patagonia mainly as outdoor clothing brand, some for the ethical production process. It brings the organization a modest 38th position among the purpose driven organisations in the Inspiring 40. This mainly shows that the Patagonia still unknown here. Because if there is one organisation that is front runner of the impact organisations, without a doubt that would be Patagonia. In Amsterdam, we talk to Ryan Gellert, Patagonia's general manager for Europe, Africa and the Middle East. An impressive conversation about business for good, sense of urgency, leadership and responsibility.

Impact organisation from the start

Patagonia is an impact organisation from the start. Coincidence or not: this company, too, was born in California. The story begins in 1953 with climber Yvon Chouinard. With a passion for both climbing and the pureness of the world's remote areas, he was oriented towards 'clean climbing' by nature: climbing without leaving a trace. This started with the making of pitons from harden steel, that made them removable from the rock after use. In 1957, this led to the beginning of Chouinard Equipment that later would become one of the biggest companies in climbing equipment. More or less by accident, clothing was added to the selection. By the end of the sixties there was no such thing as 'active sportswear' and climbers possessed only a couple of grey sweaters and pants. It was in the technique, where Chouinard and his colleagues made the difference. In the the clothing of fishermen and marine ropes for example, they found their inspiration for a new kind of outdoor clothing. One that suited the climbing sports way better. The clothing business grew and from 1973 on, under the flag of Patagonia.

Patagonia's mission – to build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis – was there from the beginning. Long before the term existed, Patagonia matched the characteristics of an impact organisation. And over the years, the company often proved to be a front runner. As clothing company that actively searched for the possibilities to minimize the harm of the production chain. As movement against over-consumption – with the 'don't buy this jacket' ad in the New York Times during Black Friday in 2011 as one of the most remarkable examples. And as advocate and activist for the preservation of nature. As a result of all this, Patagonia has been seen as the classic example of a social enterprise. B Corp, the only independent and international platform that measures and certifies organisations on their total impact, acknowledged Patagonia in 2017 and 2018 as 'Best for the World'. An appreciation for the highest scores on all impact domains.

In the business to save our home planet

An important moment for Patagonia was about a year ago. Gellert looks back: 'It was then when Yvon (Chouinard) said: let's change the mission statement'. The long statement was replaced by an incredibly bold statement: we're in the business to save our home planet. At that point, I didn't understand how a new mission statement would improve the one that we already had. I didn't want to be part of an organization with a big mission statement that we weren't going to live up to. And I felt hesitation to such a bold statement, without a plan. I know Yvon: he would never put out a manual on how to do it. He would say: 'you're smart enough to figure that out yourselves'. So this placed me for the challenge: how is the European organisation going to live up to this broad statement?'

To Gellert, the earliest point of confirmation that Chouinard made a good decision, was when he saw the first effects among colleagues. He noticed that, without exception, this new mission statement inspired them to come up with way bigger ideas. From minimizing harm, the goal became to use business to improve the planet. 'I realized that we did needed to be shaken up. We cannot

solve this problem on our own. But we can think bigger and move faster: And this mission statement inspires us to do so.'

Urgency and responsibility

Patagonia has an history in the wild. This is also the exact place where the climate effects show up early. With the awareness and experience that the company collectively gathered over time, the sense of urgency, too, appears to be way bigger than in the average organisation. 'For over the course of my life, the climate and ecological crisis was always something on the horizon. Now, I unfortunately can say with certainty: this is no longer a future prediction. The crisis is here and I believe we have got about a decade to stabilize the climate. It is no longer about saving polar bears, but about saving anything at all. So we should focus on the root causes.'

It is this sense of urgency that motivates Patagonia to do the utmost the company can do. It is what determines the focus, and wherefore it uses its position. However, the emergency and worry are accompanied by optimism of what is possible: 'Look at the FridaysForFuture movement, extinction rebellion, and the green new deal. Or the fact that individual citizens of all economic classes, backgrounds and ages are taking the streets and demand the government to face the problem. None of these initiatives existed hardly more than a year ago. It is inspiring to see that this sense of urgency is understood by quite a big part of humanity. These things have the ability to catalyse. Here, the possibilities for fast change appear.'

Strategy focused on the root causes

The new mission statement leads to a new strategy. 'We no longer have the luxury to focus on the symptoms, we have to focus on the root causes', Gellert explains. The team in Europe came to four critical areas that make up the four pillars in the strategy. Two of them already existed: proceed in minimizing the footprint and protect nature. New are the choices to directly participate in the transition to renewable energy sources. And, to focus on regenerative organic agriculture. It is this latter that may be the

biggest change. Patagonia does it, not only for the cotton, which is an important material in the clothing. But also for the fact that biodiversity in agriculture is a solution towards one of the root causes that has to be addressed in order to save the planet and one of the biggest opportunities to minimise the negative impact of climate change.

Create a team that expects impact... every day

After fixing the basics, the main thing for Gellert in Amsterdam was to build a culture. No matter how strong the culture in California was, Chouinard even wrote a book about it, culture cannot be copied. 'I think the values and where the company is going is global. The culture you lay around it, the topics that are relevant to

'We no longer have the luxury to focus on the symptoms, we have to focus on the root causes.'

people, can be very different.' Gellert focused on people that really wanted to be part of the team: 'The essence is to find people who not just wake up every morning to do their very best. But people who expect to have impact every day. Who expect to change things. And expect to succeed in doing that.'

Start with the question to yourself

The biggest thing that we collectively accomplished is showing that business can do more', explains Gellert on how Patagonia is an example for commercial business. With revenues of about one billion dollar a year, Patagonia proves to be a serious party when it concerns commerce. They talk to other companies on a daily basis. 'What I often hear is: 'these things are important to us. But how do we take it to the public without people saying: 'you're full of bullshit?'' Gellert has a clear advice: 'Start with the question to yourself. What moves you? Not what sounds nice, but what

are you really committed to? And are you willing to work on that, even true to hard days? Once you have figured that out, socialise the idea internally. Be bold and help people to understand what it means. Without feeling the necessity to have an answer to everything. And then start moving forward.'

Be a leader

Responsibility is a main topic for Gellert. And he is not afraid to be bold and straightforward in this: 'We project the leadership on Greta Thunberg, a 16-year old schoolgirl, who is doing an incredible job of reminding us what is at stake and what our responsibilities are. But clapping and saying how inspired we are is not leadership. It is outsourcing the leadership to her. And we are doing that to a 16-year old, while we're sitting here with years of experience, education and resources.' Again, Gellert points out the responsibility of companies and their leaders to work on the big ecological challenges: 'We need to move past this idea that somebody else is going to fix the problem, stop arguing about who created it in the first place. We just all need to start taking responsibility across all slices of life. So business needs to step in, individuals need to step in. And they should do that, not by just changing their individual behaviour but they also need to do it as part of their role as member of civil society. I think that everyone has a responsibility here.

That is why I'm here

To the question what the burning issues on his mind are right now, Gellert responds: 'It is not growth.' Although the company does show an impressive growth numbers from year to year. Gellert's focus however is on impact: 'It is ensuring that we wake up every single morning and make sure that we are using the resources of this brand and this business. Because they are not an asset, but a responsibility. The responsibility to use our power to speak. To have conversations with customers in a world where we learned to see things as disposable. To learn and to educate about agriculture. That is why I'm here. To one day look back on the wild salmon that we preserved in Iceland. Or the first river national park in Europe. To me, that would be the measures of success.'





Introduction part 3

Join the movement

'What would actually happen if I wouldn't show up here for a couple of weeks? Absolutely nothing. Everything would just go on as usual.' That was the insight for Joep Langen to hand in his resignation and travel. During his travels, he saw the huge gap between the haves and the have nots that tear countries apart. Back in the Netherlands, he experienced the same gap and founded Koeckebackers: a cookie factory that helps people with distance to the labour market by giving them a job.

Some leaders in the Business for Good movement made the conversion because of a personal experience. Some of them, like Joep Langen, started a new company because of this. Others, like Feike Sijbesma, change an existing organisation. Henk-Jan Beltman became aware of what matters in life through his stroke and feels that responsibility. He adjusted his direction. There are also leaders in the Business for Good movement that haven't had these personal experiences. The founders of Seepje were watching television when they decided to try it differently. Joost Rietveld was orientating a return to the Netherlands and saw both a necessity and an opportunity. Karin Kerstin started doing what she believed to be the right thing to do. Others like Ed Breuren and Ernest van der Voort are being caught up slowly by the movement, after first setting baby steps and an idea that became bigger and bigger.

There are numerous examples to start with Business for Good. Some people start with small initiatives, others reform their life completely. What characterises all stories is that there is a certain moment at which deliberately the choice has been made to stand for something and execute. Sometimes after people were already working on it for a while, sometimes at the beginning, sometimes before the beginning. These choices make them into a leader. They're prepared to do what is right, not what others expect. All work together with others to make it big. All of them use a business case to make real impact. All are deploy committed to proceed. Because they see that it's necessary and because it brings them a lot.

Perhaps you are struggling with the question: I want to, but how? The stories of organisations and leaders in part I and 2 offer guidance. This third part provides points of references. That starts with the insight that there is a lot of potential for the average Dutch organisation and leader. We helped lots of organisations and offer eight steps that we encounter nearly all the time. Finally, we share some insights about some of the challenges we see organisations struggle with.



Join the movement – 1

About the average organisation

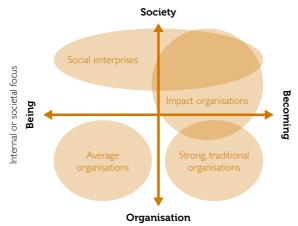
'It was a spear in the chest'... that's how Ray Anders, founder of Interface, describes the moment that he came to full understanding. In 1973 he had started the carpet company, and in 1994 the helm changed. This was induced by a presentation that he had to prepare. Customers increasingly asked questions about the CSR-policy, so an answer had to come. It was a book, Paul Hawken's *The Ecology of Commerce*, that changed him radically at that time. Suddenly he realised that he was running a company that was robbing the earth, and that the only instate strong and prominent enough to change that was the institute that was causing all that misery: the industry. The next question became: who changes the industry? And there it all started, because 'why not us?'

From that day, the helm changed at Interface, on a path towards a future where carpets could be manufactured without using a single drop of oil. 'There has to be a way' became the motto. Nylon can't be recycled, or so was the train of thought at that moment in time. It was especially the seemingly impossible that inspired all employees of the organisation in every function at all facilities into action. With success, because in the years to come the energy in the factory in Scherpenzeel became 100 percent renewable, accompanied by an annihilation of the water usage. The Nylon became 100 percent recyclable, the raw materials by half, the greenhouse gas emissions in Europe were decreased by 90 percent, the liquid glue disappeared from the product and the business case even appeared to be lucrative.

Anderson worked at Interface, in a market, until that one moment in 1994. 'Why not us?' he asked himself. From that moment he worked on his market, and because of that on Interface. The same leader, the same organisation, but from a different perspective. A huge difference. The movement is here, but Business for Good is still far from being commonplace. The average organisation in the Netherlands is quite inspiring according to its own employees, but definitely not leading. They believe in the value of organisations, as site to contribute to a better society, but also that in reality it's only fulfilled to a limited degree. It is often said: 'People come because of the organisation and leave because of the boss'. Sadly, this still seems to be the case. People think their leaders, both their direct and highest managers, far from inspiring.

Every organisation can be an impact organisation. Those who succeed in becoming one are not the happy few. There are no sectors in which Business for Good is impossible. The belief in the power of organisations to create a world in which we want to live, is huge. The urgency to do so is larger than ever. The reasons that leaders are currently not able to inspire aren't determined by birth... it isn't seldom that these people know how to fascinate and lead. Inspiring leadership in organisations can be learned.

Four types of organisations



View on the present versus the future

This is why the average organisation stays behind

The employees of companies in the Netherlands think that the organisations where they work are pretty inspiring. They give their own organisation a 7.4. That's a slight increase compared to 2018, when employees appreciated their own company with a 7.3. However, imagine that we would give the own organisation a spot in the list of the Inspiring 40, then the own organisation would land on a 28th place. That was 17th last year. The leading group shows a strong development of impact organisations, social enterprises and strong, traditional organisations that jump upwards. The average organisation stays behind. There are two explanations that we can find for this.

Explanation I: too focused on the present

The average organisation is too focused on the present. There's a lot of attention for good customer service and qualitative products. Organisations are, according to their own employees, barely leading and trendsetting. They're not involved with the future or its path – they don't lead and don't progress.

Explanation 2: too focused on the own organisation and market

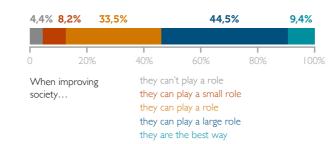
The second reason is that organisations are too focused on their own organisation and market. Especially for the larger, societal and ecological themes there is less attention. Sustainability is, besides being leading, a second characteristic that employees miss in their organisation... people give their organisation the lowest score on this characteristic. If we plot this in the model (on the left), then the average organisation will be able to move to the right at best, not upwards.

Organisations as the means

As response to the question whether all organisations contribute to a better society, one third of the respondents reply affirmative. But that organisations are a means, if not the best means, to contribute to a better society is agreed upon by not less than 90% of the population.

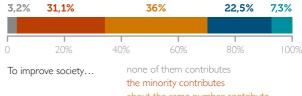
From a societal perspective, there's a huge belief in Business for Good. The insight that Ray Anders of Interface brought in 1994 to change the helm is something that people nowadays perceive as logical. Organisations are thé place to from society and the world. Doing the right thing though business is not a great gesture, it's the only logical approach.

Are organisations capable of contributing to society?



Source: this was a question that was included in the Inspiring 40 2019

Organisations contribute to society



the minority contributes
about the same number contribute
as those who do not
the majority contributes
all contribute

business for good

People of Inspiration The top 10 of 2019



Barack Obama



Nalson Mandal



Martin Luther King



Albert Einstein



igen moede



Eigen vriend



Oueen Máxim



Eigen vader



Johan Cruijff



Andre Kuipers

The call for Leaders for Good

Where organisations certainly score on average compared to the winners of Business for Good, the leaders of the average Dutch inhabitant – both direct as highest manager – seem to score alarmingly low. Last year the leaders already scored low (both were rated with a 6.2), but in 2019 this score has decreased even further. The direct manager receives an inspirational score of 5.7, while the highest manager receives a 5.6. The movement can't occur without leaders and especially there lies our biggest loss. Inspiring leaders are imperative.

Inspiring leadership is other leadership

Is the lack of inspiring leadership explainable? Yes, at least partially. Just as was the case with Business for Good, a paradigm shift is required. It starts with the view on leaders about their organisation. Do you work in an organisation and do you do well when you are in control and report black numbers? Or do you work with your employees on a problem outside of your organisation? And are you focused to let them excel? Is your organisation the goal, or a means for something better?

Inspiring leadership can be learned

In the list of the 40 most inspiring people, the own mother, father and friends reached the top 10. Everyone has it in themselves to inspire others. Obama, Mandela, King and Einstein inspire the most. Of the Dutch inspirators, queen Maxima, Johan Cruijff and André Kuipers come first. What characterises them?

First of all, they have a message for the future. 'There has to be a way' said Anderson. 'One day...' said Martin Luther King. 'Imagination encircles the world' said Einstein. The focus differs, the message remains the same: it is possible. There's always room for anyone to be free, grow and change in their stories. They have a vision and tell about it in a visual way, they care about others, are trustworthy, have access to a massive dose of perseverance, are creative and have built up wisdom. Often characteristics that require training, but can definitely be learned.

The characteristics are useful for organisational leaders. That this group of leaders barely appear in the list (with a place for Steve Jobs starting at the 19th place) can be explained because it was these characteristics that the business life barely had any attention. But for Business for Good, they're essential.

To inspire others can be learned

Do you want to learn how? We investigated the characteristics of inspiring people There are five main characteristics, and they require training, but they can be definitely learned. An overview so you can already start challenging yourself:

Impact 23%

Aim for impact rather than income.

Ask yourself what your view is on the goal of your organisation and what you are working on. Make that measurable in KPIs on which you can steer:

Vision 19%

Share your vision and tell about it visually. 'One day...', 'producing without a single drop of oil'... take people with you into the future that you see before you and that is so clear that they can visualise the same.

Personal inspiration value

Appearance 15%

Here we find optimism, charisma and an energetic radiance. Charisma is one of the few characteristics that you either carry with you or not. A positive attitude is something you can choose for and learn.

Optimists aren't naïve, they're idealistic.

'It is possible', 'there has to be a way' inspire way more than increasing pressure because the numbers are disappointing.

Skills 19%

Inspiring leaders are wise, creative and communicate in a good fashion. Wisdom can be learned and is about content, but maybe even more about an attitude.

Creativity is a characteristic that is at odds with management theories focusing primarily on control and manageability. Finally, communicating in a good fashion knows many forms. To be eloquent is useful, but is definitely not the only way. Working on it starts at a deeper layer: with knowing yourself.

Personality 25%

Your personality knows congenital or early adopted characteristics that at a later age define who you are and are difficult to change. On top of that comes character building, which has great potential for training. Being yourself, trust, balance and perseverance for example, are characteristics of an inspiring leader that can be trained.



Pascal Gilet, managing director HEINEKEN Nederland and Sabine Kam, purpose acceleration manager

Quest for a party for the whole of the Netherlands

Two years ago, HEINEKEN Nederland started a journey to get purpose in the heart of the strategy. HEINEKEN gives a special insight in how you discover your purpose and how purpose and business strengthen each other. Pascal Gilet (managing director in the Netherlands) and Sabine Kam (purpose acceleration manager) tell us about these first steps and the further ambitions. Their travel report gives valuable insights for everyone thinking of purpose to strengthen their business.

'In the business of bringing people together'

HEINEKEN is inseparably connected to the Netherlands. 'Hey, biertje!', Kingsday, Friends of Amstel, the Holland HEINEKEN House and the HEINEKEN Experience are only a few of the many examples of the connection of HEINEKEN with our country. Much more than only beer is HEINEKEN 'in the business of bringing people together'. That business is about cosiness, life to the world, getting the party started, thinking big and always looking for a smile. Known brands like HEINEKEN®, Brand, Amstel, Desperados, Wieckse Witte, Affligem and Jillz bring this to life. This attractive world is shaped at events like the Amsterdam Dance Event, Friends of Amstel Live, the Formula I, Champions League but also at more intimate gatherings. At home and in the hospitality industry. HEINEKEN stands for fun of a connected Holland.

And yet, still something didn't feel right for the people of HEINEKEN Nederland. Isn't there more? Many organisations worked on their purpose. What was that of HEINEKEN'? Corporate Social Responsibility has always been an important pillar within HEINEKEN. For example, by their plea for responsible alcohol usage, no alcohol when driving and the Green Circles, which tries to make the environment around the brewery in Zoeterwoude as sustainable as possible. It was a lot and it was good, but was this all? Unconsciously, they had the feeling more was going on in the Netherlands and that there was also a role to play for the beer manufacturer. To understand where this feeling came from, we need to start in the year 2014.

External view

HEINEKEN started brewing in Amsterdam, in 1864. Nowadays, HEINEKEN is a world player and the Netherlands is not the largest market anymore. But as the home country, it remains a special country. In 2014, Pascal Gilet became managing director. His arrival coincided with a period in which the market slowly but surely had changed. The answer to this was not yet found by the organisation. Gilet saw the necessity to develop answers with the organisation and to create movement.

The first action of the Frenchman was an investment in the company and in the country: he learned Dutch. According to him, language is essential in order to understand each other. Without understanding, there is no connection. He performed his opening speech in Dutch. His second investment was commitment and hard work. He asked his colleagues to do the same. He saw that this was necessary: to focus on more and better brings a lot, but can also work prohibitive.

He shifted the view to the outside. Curiosity to what's going on at the customers, followed by asking the question: 'What is the right thing to do here?'. Connection with customers and markets was the key. A period followed in which innovation formed the core of the company, to which Radler and HEINEKEN 0.0 belonged to the most appealing innovations. The organisation moved and grew.

The quest for the purpose

With the external view, HEINEKEN also caught a glimpse of another Holland, a country less celebratory. When you are connected to the Netherlands, can you turn away from this? At the start of 2019, the 'Sociaal Cultureel Planbureau' published a research stating the Dutch felt that differences in opinion became larger between groups in the Netherlands. One sees increasing tensions and conflicts between rich and poor, employed and unemployed, immigrants and natives and higher and lower educated. In the beginning of 2018, this sentiment was also felt within HEINEKEN, and thus, the question arose what to do with this.

The search to purpose had started: what is our social role? A broad group was formed with young people from the organisation, Future Makers. Together with the management team they started looking at what was going on in the Netherlands. They analysed what people are proud of and what they like. But also what they are dissatisfied about and what can be done differently.

'I am so happy they can see it'

Discussions followed about the issues in the Netherlands. For example, about the absence of connection, excessive usage of social media, unequal opportunities, differences between groups, bias and sustainability. How did these themes fit with HEINEKEN? What touched 'the business'? And extremely important, what fit with the rich DNA?

To get insights, it was necessary to know, to see and to feel. They decided to literally go on a journey. For two days, the group travelled through the Netherlands. They spoke to social media addicts, and homeless. The team visited neighbourhoods where young people struggle with their future opportunities. At a garbage belt, they listened to the Plastic Soup Foundation. The Future Makers thought about the conversations they would have with their children later.

It all came together in a meeting with young people from the ROC school in Eindhoven. At the beginning, the distance between these young people and the HEINEKEN team seemed unbridgeable.

This was solved surprisingly fast, by means of short conversations about future ambitions and dreams. It was like everyone was looking in a mirror. The differences disappeared and suddenly, one could identify himself with people in a completely different phase in life and from a completely different background. It became clear how much everyone was alike. Differences became painfully clear again, when it was made visible how different starting positions can be in life. Without this being anyone's own fault, it can be of an enormous influence if both your parents studied. If you never had to worry about money, you never had to help your parents financially. If you had to ask yourself whether you would have a meal that day. Situations none can influence themselves, but are nevertheless determining for someone's starting position and opportunities.

'I am so happy they could finally see it,' one student said after this inequality became visible. Everyone felt these words. All young people know friends who dropped out of school, could not find internships or work and had to deal with bias or disadvantages. What stuck was the question what do with this. For Gilet and the others, it became clear that the human quest for connection is a universal theme. And while initially HEINEKEN only saw the power of the connection where it already exists, they now also saw the lack of connection.

'Creating encounters that connect, for a Holland of us all.'

The role for HEINEKEN became clear: HEINEKEN's power is connecting people who are already connected. But there are groups of Dutch people, who never see each other or talk to each other, and sometimes don't want to. Worlds separated by distances, unequal opportunities or bias. The connection of HEINEKEN with the Netherlands made it impossible to stay away from this. Just like this, the ambition arose to work on an inclusive Holland by, as the group experienced for themselves, connecting through uncommon encounters.

With all the conversations, it also became clear what HEINEKEN wants to commit to: to break through bias and create equal opportunities. The purpose is not on itself, it strengthens the business. HEINEKEN addresses issues that her customers experience daily. It builds upon the power of connecting which is so natural for the organisation and uses the many relationships the organisation has developed since her foundation in the Netherlands.

The first steps in something new

The next phase: discovering how to shape this progress. That is a process, not a project. A process, that still develops. One of the first actions was the appointment of Sabine Kam to purpose acceleration manager. Not to delegate the purpose, but to have an accelerator. Because without someone the supports and accelerates the first projects, it won't happen. One of the most difficult obstacles is the striving to perfection, a fixed habit within the culture of HEINEKEN. They're used to do everything first time right. People at HEINEKEN will always want to avoid making mistakes. Gilet: 'We are going to do something completely different. There is no other way than that we need to learn. Falling, getting up again, learning and moving on. That requires time. It will not be finished this year. We will need to work on this for the coming years. And it will take a few years, before we are good at it. But we will get there.'

This also required a change of HEINEKEN itself. Internally, they always focused on growing the top talents within HEINEKEN. The attention now shifted towards using the talents of all employees. Focus on who people are able to be, not at who they currently are. It creates space for diversity and innovation. Gilet personally stands for this. It is the basics of all the other steps that will follow. According to him, this journey is the credit of all the HEINEKEN employees who supported this, from the MT members to the Future Makers. From the people that came up with it to the people that brought it further. For the continuation, HEINEKEN employees and partners are needed.

The Future Makers already developed the first plans. Kam linked these projects together, supported the initiation and kept bringing the central thought to the attention. The temporary role of a missionary, was sometimes lonely and ungrateful, until the first projects were started and the results came back. On purpose, the first steps were kept organised. The goal was to gain experience and to learn how to do good. They gave away 1.000 tickets for festivals to new comers in the Netherlands, to make them feel welcome, and to lonely young people, who experience a large threshold to visit a festival. It was a small step, but the reactions were heart-warming.

For the new office in Leiden, the idea arose to create apprenticeships in the own Crew Pub (a pub brewery and cafe), for people with a distance to the labour market. HEINEKEN takes



care of the education and via the HEINEKEN network, there is perspective for a fixed job. Purpose and business come together here: enrich people and at the same time anticipate on the shortage of staff in the hospitality industry.

With customers like RAI, Albron, Sligro and the Johan Cruyff Arena co-creation workshops are organised. Here, discussions arise about issues the organisations signal and how to jointly pursue these. New ideas arose for crew pubs and organising encounters between people searching for a job and employers. With customers, HEINEKEN organised a round table conversation about sustainable business practices in the hospitality industry. This led to the development of a tool to support customers in the hospitality industry to make their own business more sustainable and to decrease CO2 emissions.

These are only the first steps, and also not the definite answer to the issues that are going on in the Netherlands. Learning how to fill in the purpose even further costs time. What HEINEKEN especially wants to learn is how to make it possible and how to do this with all of its employees. Not besides, but through what HEINEKEN works on with customers and suppliers. It brings it up to scale. It costs time. But, as many customers say: 'When HEINEKEN buckles down, so much is possible'. Positive is, how much energy it unleashes amongst the employees and customers. It attracts people who are fascinated by it and want to combine ideals with capability. You can feel that the urgency and the will to get it done is there, just like during the first supporting experiences. What remains is time. Time to learn to do the good things extremely well. And that time, this typical Dutch family-owned company, is willing to invest.



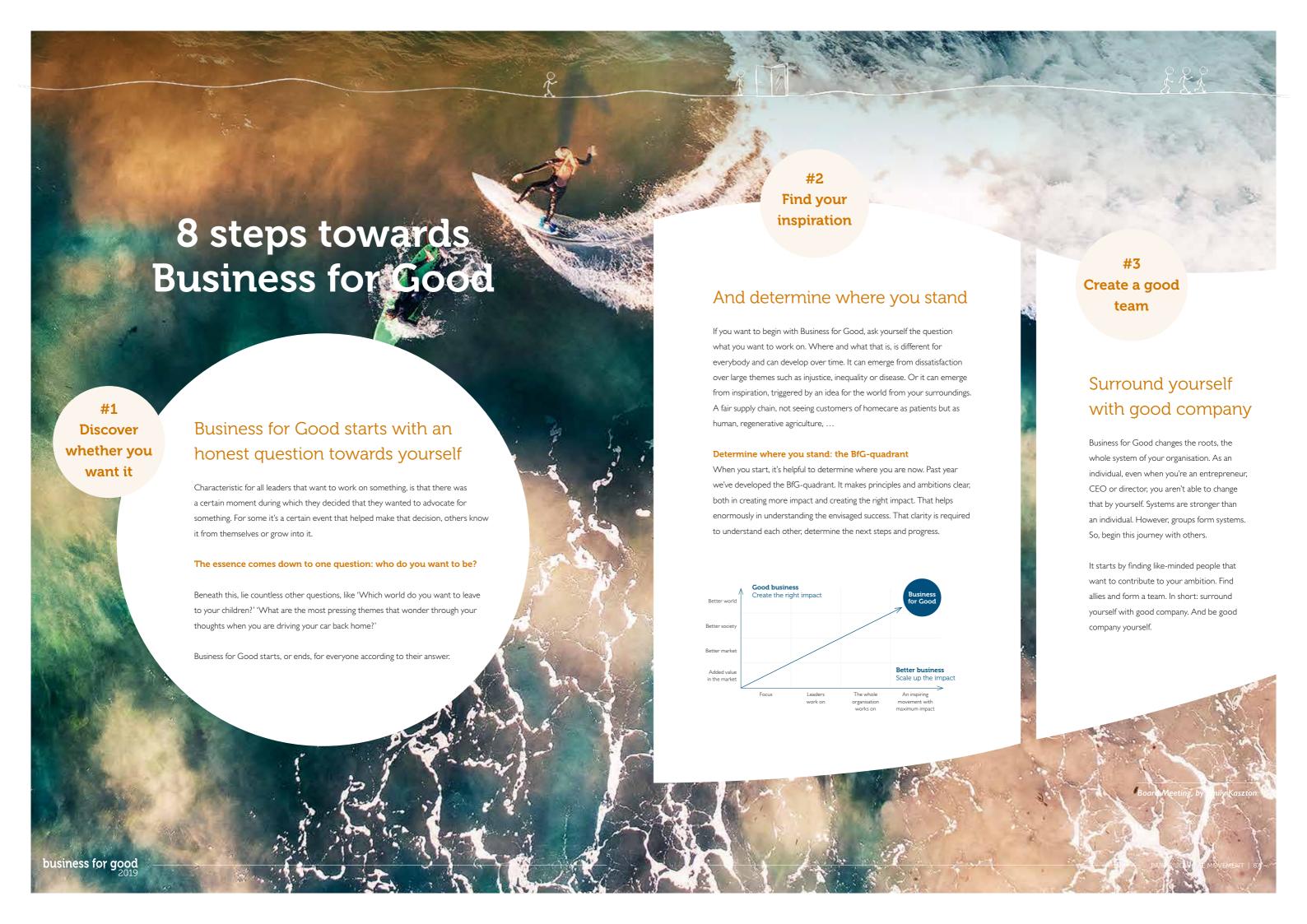
Join the movement - 2

How to start... (and grow)

Martin Luther King stated that the question shouldn't be whether we are extremists, but for what we should be extremists. 'For evil or good? For injustice or justice?'. King was in jail when he wrote this. If it's possible to make a difference when one is locked up, to what extent is this then possible in a society where freedom is part of the main constitutional values? Let's step up to do what is good and use our organisations to make this big. Bigger than we ever dared to dream, in every organisation, in every sector. Pushing the limits again, but this time For Good.

Business for Good is not a matter of connecting a purpose to business as usual. It starts with a personal choice. That's the first step: discover whether you really want this. From here the route is relatively easy: start with dissatisfaction, irritation — in nearly all cases this is where you'll find a better perspective. Translate irritation to aspiration: an ideal about what it also can be. Look for the simplest and most logical plan to turn this into reality. Then your aspiration becomes inspiration. Begin. Make sure it happens. Build an organisation that can realise it. Your inspiration becomes inspiring for others. If they join in and follow, then the change will (have) become the new normal.

In all organisations that we counsel, we follow eight steps in the process towards Business for Good and creating an impact organisation. Everywhere. Whether you're a governor of California, leader of a multinational, head of facilities within a bank, or a startup. With a working life that consists of nearly 65.000 hours, it's a great place to start and bring about endless possibilities.





On the end goal of your organisation

After a while, the big movement will most likely move to the background. New themes become urgent, distract and become top priority.

The economic situation, actions of competitors, questions in the labour market... In our experience, this is a critical moment. A change succeeds or fails here.

The way to realise the first is by creating absolute focus on the end goal of your organisation.

That is what combines purpose and profit.

When you have a mission to work on, whether that be fighting against food waste, democratise nice living for the many, or make the Netherlands move towards 100 percent sustainable energy, then that is your goal. Business is a fantastic means: Too Good To Go became successful after they changed from a For Good-initiative to a Business for Good. But the business is a means, not the goal itself. It helps to organise a sounding board to anchor this in the organisation.

#5
Divide
the change
into steps

Small enough to win, big enough to make a difference

Business for Good is eventually a large development of your organisation. You have to learn what works along the way. At the same time, you need successes to make the next step...

The way towards your goal varies from small agile-like approaches that make sure that everyone learns every day to the maximum, to big master plans in which the consequences have been fundamentally thought through. The essence is: how do you bring the end goal back to minor steps? How to you divide it? Can you see the start and organise your first successes?

#6 Give it time

Look 10, 25 or 50 years into the future

One of the most important buildings blocks for Business for Good is time. In 2005, Elon Musk presented his Masterplan, in which his third goal 'to produce an affordable high volume car' was only realised 13 years later with the introduction of the Model 3.

We're used to think in terms of three years, with a maximum of five. But try formulating a 10-, 25- or 50-year goal for your organisation. You'll see: it creates space for so much more than you think is possible.

#7
Make impact
measurable

Win-win-win in practice

The results on which you navigate can obstruct the working of Business for Good, but can also support it. It's a matter of choosing the right KPIs. The case for Business for Good on pages 60 to 65 bring the different perspectives together. You'll also find a relatively new phenomenon: to unequivocally report the made impact on the end goal.

Tony's Chocolonely was one of the forerunners in this area. The jaarFAIRslag (a play on words that combines annual report with 'fair') is a break on the conventional financially focused annual reports. 100 percent of the cacao beans in their chocolate are traceable back to the partner cooperations, 5.021 cacao farmers are connected. Additionally, Tony's reports what they haven't managed to do (yet), for example why Tony's can't say that they're '100 percent slave free'.

Obeya-board

The Obeya-board is a good way to bring cohesion between your end goal, your projects, processes and activities, and your results. Literally on one physical board. Interested? We'd love to show you in the Werkspoorkathedraal.

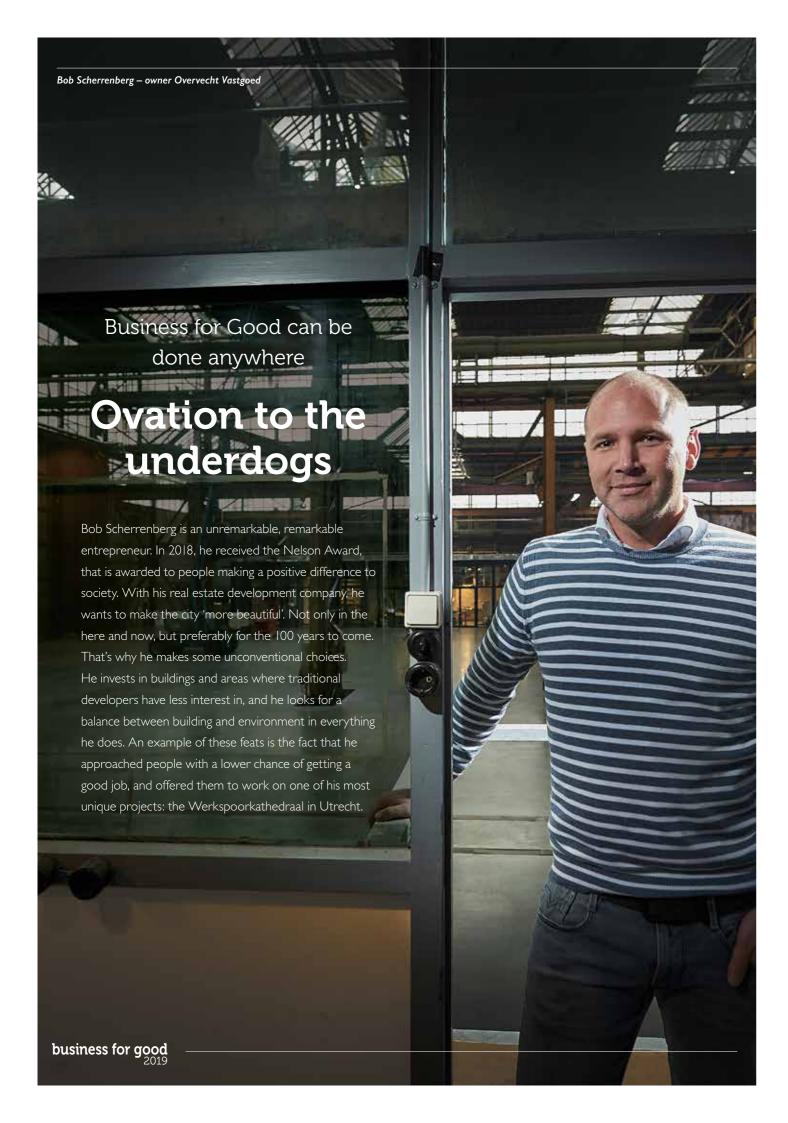
#8
Work
together with
others

Work on an ecosystem

'All Our Patent Are Belong To You', was the caption with which Tesla announced back in 2014 that they were going to share their patents: '... in the spirit of the open source movement, for the advancement of electric vehicle technology.'

Companies become ecosystems where the common progress is more important than winning at the expense of others. B Corps are a great example of this, but we also see this with Danone and the World Business Council for Sustainable Development of which DSM and Unilever are part of, the Open Source approach of Tony's Chocolonely for the chocolate industry and many more.

When you have a shared goal, cooperation becomes possible. Work together, then you'll get further.



'Every company needs profit and I am often occupied by it. But for me profit is much more than the numbers that make accountants happy. A healthy and profitable result, both on the short- and long-term, can very well go hand in hand with profit for everyone who lives or works nearby.' Scherrenberg's

Werkspoorkathedraal won the Rietveldprijs in 2017. Since 2015, Synergie is one of the tenants of this unique heritage.

Born in Overvecht and raised near its edge, Bob is strongly connected to the neighbourhood and the city. Although his company has projects in multiple cities, his eyes start to sparkle the most

when working on projects in and around Utrecht. While Bob preferably stays in the background as a creative employee, he often makes his voice hard in the city. Especially on topics such as liveability and balanced development of the municipality. 'A lot of attention goes towards the areas surrounding stations, the centre of Utrecht and new expansions. That is important, but neighbourhoods such as Overvecht deserve the same attention. It is good to notice that more attention goes to this neighbourhood nowadays. I love the *underdog neighbourhoods*. There is – in connection with the people – so much to gain. Every neighbourhood contributes to a better city.'

Bob has been an entrepreneur since his 20th. From day one, he's been searching for a balance between 'profit and purpose'. 'The social heart comes from my mother. She demonstrated what it means to be there for people. The entrepreneurial hart comes from my father. He started with nothing and knew to make a very successful formula out of 'Tuincentrum Overvecht'. Despite the nice success, he taught me a few crucial lessons. Maybe the most important one was that (financial) success can be over without warning. Therefore, you always need to be a conscious entrepreneur. Additionally, he taught me that he made his money with the little flowerpot for a condo on the 10th floor and a luxurious garden set for a villa. You can be a business for truly everyone.'

'I know very well what I want to work on, where I want to go and what my values are. I surround myself with the smartest specialist. My own talent is connecting people. From the idea and our ambition, I provide people mandate and freedom to book results. Results that are less dependent on my talents and less

'I love the underdog

neighbourhoods. There is -

in connection with the

people - so much to gain.'

influenced by my shortcomings. In that way, I can keep my freedom within my head. This creates space for new ideas. My added value is in connecting people. With a development ambition and with each other.'

Bob Scherrenberg

'We approach each development step-by-step. In doing so, we connect people from different

worlds. I believe in a long-term mission and short-term action. You cannot forecast everything and predict everything. Making too many plans makes it inflexible and suffocating. There's no fun in that. The best ideas and the best results need time to grow. This will be hampered when your planning is too strict.'

'Sustainability and beauty are important values. In the new Werkspoor factory (besides the Werkspoorkathedraal) we chose for a beautiful restauration of the front side with large movable steel doors. In traditional real estate terms, this is impossible. It is simply too expensive. I cannot make my father understand, but I am absolutely convinced these doors will still be there in 100 years. A building like that speaks for itself. Even when the market is under pressure, people will still want to work in such a building. We develop projects for the long-term and stay owner during the exploitation. In our mission we call work 'creating special places where everyone has a good time'. This summarises our ambition and role in one phrase.'

If you got your values clear and what it is you want to work on, you can delegate a lot to your team. And sometimes we also learn how things do not work. This also improves us. When you want to do meaningful things for today, but also for the future, the path is most of all an adventure. Focus on the environment and the building that you see in front of you is crucial, but the path towards it creates itself during the development process'.



Join the movement – 3

No what... (between business & good)

'When I was still a student, one of my professors taught 'history of economic thinking'. Not as economic, but as philosopher. That didn't mean much at the time. He walked into the room and saw a graph from the previous class about microeconomics. He looked at it and said: 'Nice painting'. He didn't call it a model, but a painting. Then, 20 years ago, I realised: it truly is a painting, it isn't reality.' - Tomáš Sedlácek (Czech economist).

We grew up with views about organisations, based on paintings. Business for Good sails on a different painting – in which organisations are a means and society the goal. The gain of one is no longer the loss of the other. There are more shifts that present themselves in Business for Good.

Too Good To Go's Joost Rietveld has a lot of conversations about his company. He notes: 'It's easy to recognise whether someone has traditional views on organisations or new ones. People with old views ask questions about the profitability, whether it is affordable, or whether people can see right through it. People with the new view understand immediately what you're doing. The two views generate totally different conversations.' Impact organisations like Too Good To Go, Tony's Chocolonely, IKEA and Tesla emerge through new perspectives. Johan Cruijff expressed it magnificently: 'You'll only see it when you understand it.'

You can start with Business for Good without immediately becoming an impact organisation. ABN AMRO and ING show that it's even possible in financially driven environments. Karin Kersten's case shows that it's possible anywhere, even on department level. Just by getting started. That doesn't mean that you won't encounter any problems. One of our customers described it as: 'I'm actually still solving problems during the day. That hasn't changed. But if I'm solving problems anyway, I prefer these ones.' What kind of questions and struggles these people and organisations encounter? Several examples are described on the next page.

Between profit & purpose

Especially in organisations that define or specify their purpose in a later point in time, the struggle between purpose and profit has been apparent for some time. Often, the purpose has not been translated into a business case. The effect is that, at first, it can be perceived as an expense. In addition, the 'existing business' does produce revenue, but is often accompanied by patterns and behaviours that do not fit with future ambitions. This transition is difficult. In our experience this requires leaders that endorse the philosophy that 'purpose drives business' and that 'business drives purpose'. There were this isn't the case yet, time is needed to discover this. Organising 'learning time' is an important task for leaders.

Looking for capital

Impact organisations always strive for more impact. This brings them in a continuous pursuit of capital and means to enlarge this impact. This can be a challenging and time-consuming process. The experiences we've gained in supporting SeaQurrent show clearly that impact organisations are being pulled into another world: those of traditional investors with collateralisation and liability clauses. This can be an energy drain within social entrepreneurships. We don't have any definitive advices for this, other than carefully safeguarding your ideals and principles. If you lose those at the start, you won't find them back. At the same time, we realise that there's a need for pragmatism.

Fair distribution

In March 2018, lots of commotion arose because of the compensation that was paid to Elon Musk by Tesla. To persuade the CEO to stay another ten year, Tesla offered a package that was worth 2.6 billion dollars at that moment, but could reach a worth of 56 billion dollars. A remarkable moment in which two worlds became entangled: that of Business for Good and that of plutocracy. The latter could without a doubt give a financial equation that would justify the reward. Salient detail is that a large component of Tesla's success originates from its advocacy for Business for Good. That world has difficulty with such outrageous rewards distributed only to people at the top.

It reminds of ancient Egypt, where the workers built pyramids for the pharaohs. The pyramid's success would reflect upon everybody. That might be the case, but we have difficulty evading the impression that the average slave or worker had mixed feelings while sitting in his hut at night. And rightly so. This past March, the 'Sociaal Cultureel Planbureau' observed that the Dutch feel like disagreement on social themes between each other within the Netherlands has increased. The biggest contrast that the Dutch see, is between poor and rich. Closely behind is between high and low level educated people.

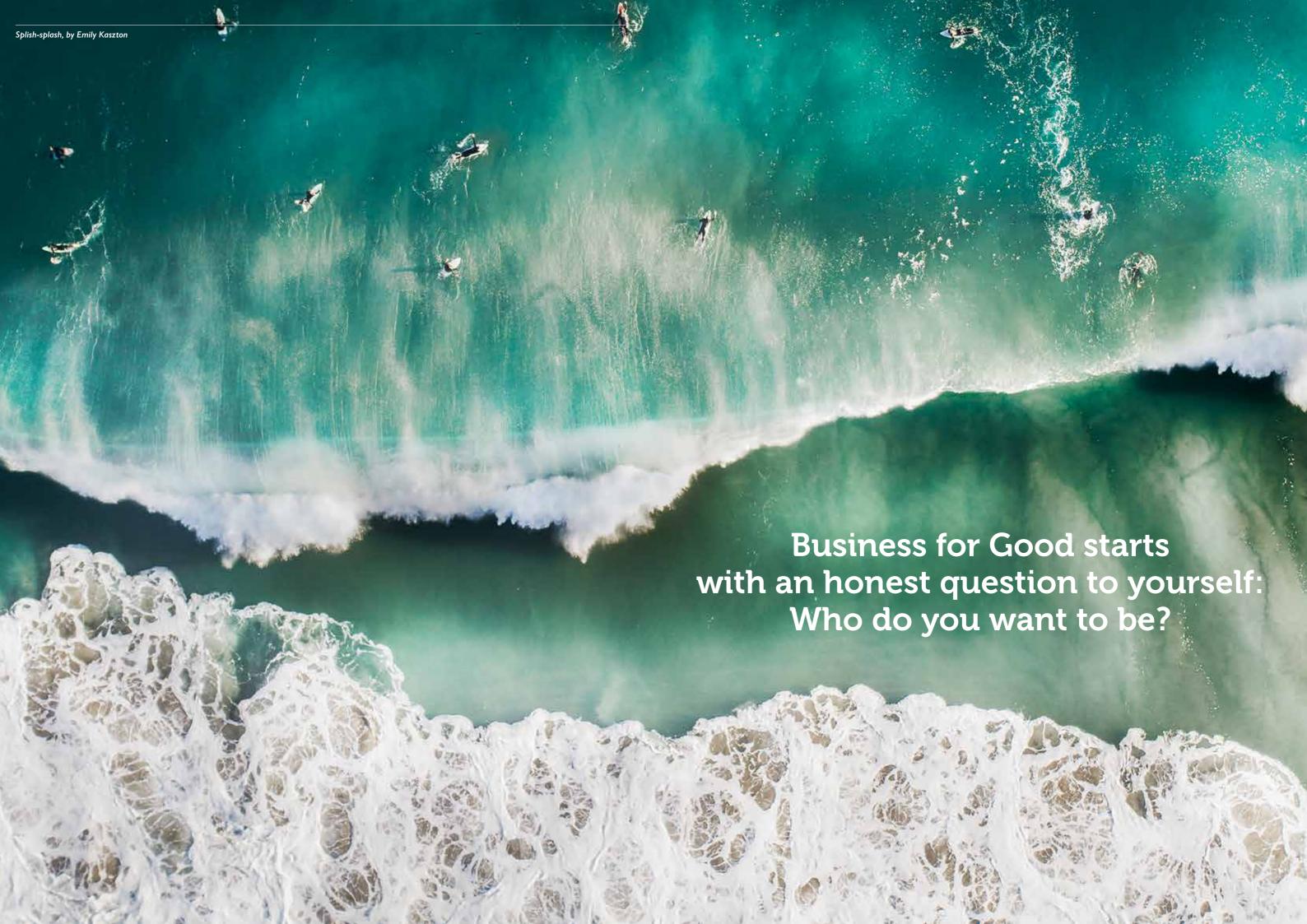
Working on something that is good for everyone should also benefit everyone. At the same time, we understand that everyone's contribution is recognised, acknowledged and justified. Stay transparent and make sure that you can explain the situation, is the best advice we can give on this matter. How? If you can gather around a table, talk about it, explain it, and make sure that everyone walks away from the table with a good feeling, then you're okay.

The balance between 'being' and 'becoming

Business for Good is not an activity but an endeavour. Positive impact can always become bigger, negative impact always smaller. That invites to continuously search and strive for what can be done different, better. The most inspiring leaders that we have met, always admitted that they're slightly paranoia. There is always a better way. At the same time, we're not only here on this earth to work. How we spend our days is how we live. How we live is how we will be remembered. The continuous balance between being happy with what is now and being hungry for what is to come asks continuous attention. Do this, and you'll be able to pull out the full potential of your organisation and yourself.

Business for Good is a lasting theme for organisations. Whether you do or don't want to do something with it, purpose stays. Because there's nothing else that moves people as purpose, and this is what moves organisations.

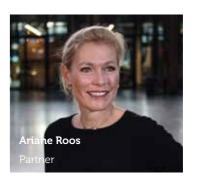
business for good







Personal epilogue



The Inspiring 40 2019 shows that you can make Business for Good big. That you can inspire anyone to do what's right and to do this exceptionally well. Customers and employees will help you to make it big. It's not purpose OR profit, but purpose AND profit. This is something I enjoy working on.

The logical question isn't 'is there a market for it?', but 'is there a society for it?'. The stories

that we gather in this trend report reveal two things. First: As a human you always have a choice in every situation. So, what do you want to work on? And second: Organisations

are perfect instruments to make this big.



It's crystal clear. If not now, then when? The movement is visible, the call for action can't be concealed. We are able to seize responsibility and initiate action, especially now. Who is willing to step up?



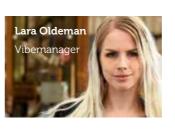


A hymn about those that think in terms of possibilities instead of barriers. An ode to those that connect profit and purpose from the outset. A pedestal for those that realise positive impact. It's up to you to listen or join in.



Be like California!

From ego-, to
ecosystem and
understanding that this
alone is a successful
business model.
That's what I stand for.
With some courage
and trust, we might
be able to leave
behind something that
we're proud of to the
generations to come.
Are you in?



This book gives hope and inspiration. Shows that you're not alone when you want to do good in this world. Together, step by step, piece by piece, we're able to make the world better and bigger.

Let's do it!

Thanks for Good

For this Business for Good, we thankfully used the inspiration of the following organisations and people. Their inspiration and insights have led to this edition.

Organisations that we studied

Albert Heijn, ASN Bank, Auping, B-Corp, Ben & Jerry's, bol.com, Coolblue, Danone, de staat Californië, de Universiteit Wageningen, De Vegetarische Slager, Dopper, DSM, Ecosia, de Efteling, Ekoplaza, Fairphone, Fairtrade Original, Farm Brothers, Gazelle, Greenchoice, HEINEKEN, IKEA, KWF, LEGO, Marqt, Nike, Patagonia, Philips, Plastic Whale, Rituals, Rode Kruis, Samsung, Seepje, Tesla, Tony's Chocolonely, Too Good To Go, Triodos Bank, Unilever, Vandebron, VanMoof, Vivera, Vrumona, WNF. Besides the organisations with whom we work on Business for Good on a daily basis.

People that we interviewed / spoke to

Bob Scherrenberg (Overvecht Vastgoed), Ed Breuren (Stadshotel Woerden), Ernest van der Voort (Albron), Feike Sijbesma, Inge Massen & Minke Bijl (DSM), Henk-Jan Beltman (Tony's Chocolonely), Ine Stultjens (Auping), Joost Rietveld & Sharonne van Diemen (Too Good To Go), Karin Kersten (ABN AMRO), Marit van Egmond (Albert Heijn), Melvin Loggies and Jasper Gabriëlse (Seepje), Oscar Hundman (bol.com), Pascal Gilet and Sabine Kam (HEINEKEN), Roel Welsing

(ex-Triodos Bank), Ryan Gellert (Patagonia), Teyler Padberg, Herman Insinger and Tjebbe van Meeteren (Farm Brothers). Besides the many relations with whom we discuss Business for Good on a daily basis.

People that we studied and whose actions inspired us

Emmanuel Faber (Danone), Joep Langen (Koeckebackers), Larry Flink (Blackrock), Paul Polman (ex-Unilever), Ray Anderson (Interface).

Besides the many interviews we read and viewed about Business for Good.

Other sources

Rutger Bregman (author of 'Most people are good'),
Greta Thunberg, Yuval Noah Harari (author of Sapiens & Homo
Deus), Viktor Frankl (author of Man's Search for Meaning),
Tomáš Sedlácek (author of Economics of Good and Evil).

Platforms that inspire us daily

Social Enterprise (social-enterprise.nl), Purpose Day (purposeday.nl), Maatschapwij(maatschapwij.nu),

De Betekeniseconomie (betekeniseconomie.nl),

The Happy Activist (thehappyactivist.org),

Impact Hub (impacthub.net) and Duurzaam Ondernemen (duurzaam-ondernemen.nl).

We'd also like to draw your attention to B Corp, the network of organisations that are committed to Business for Good

B Corp is an extraordinary network within the Business for Good movement. Certified by an independent office, these organisations assure themselves to live up to the highest standards within the domains of societal and environmental performances, transparency and legal liability to balance profit and purpose. Together, they accelerate the transition to Business for Good and work on building a more inclusive and sustainable economy.

Famous B Corps are Tony's Chocolonely, Dopper, Triodos Bank, Patagonia, Alpro, Ben & Jerry's, Seepje, Plastic Whale, Fairphone, Snappcar and WakaWaka.



B Corp offers the

B Impact Assessment, which clarities how the organisation and business model influence employees, community, environment and customers. It contributed to our perception of Business for Good.

Because of a legal inconvenience, Synergie is not part of B Corp yet. We are planning to do so in 2020. Interested why? Give us a call. We'd gladly explain. Also the legal inconvenience if you're curious. For more information, visit: bcorporation.eu



Do you want to help us?

It's our desire to accelerate and make the Business for Good movement big. We could use your help with that.

Besides spreading the stories with this trend report about Business for Good, we help organisations in creating the right impact and/ or increasing their impact. Do you want to work on this, and do you need help? We'd love to come in contact. If you're convinced that someone's or an organisation's story must be included in next year's Business for Good (the 10th edition in 2020), then we'd really like to hear from you.

Lara would love to help plan a Coffee for Good conversation: +31 (0)30 – 275 90 30 | lara@synergie.nl | www.synergie.nl

Synergie | Business for Good

Strategic consultancy firm in Business for Good. For organisations that are doing good and are doing that extremely well. That want to develop themselves into an impact organisation. Where organisational growth and the impact on its surroundings are central. Synergie helps organisations with this transformation. From purpose to practice, from ideal to impact, from why to what. Together we create a model for sustainable growth.

Our (former) customers with whom we've worked on creating more impact for good include, amongst others, HEINEKEN, Vrumona, Tony's Chocolonely, VELUX and Strukton.



PURPOSE & VISION



LEADERSHIP & ORGANISATION

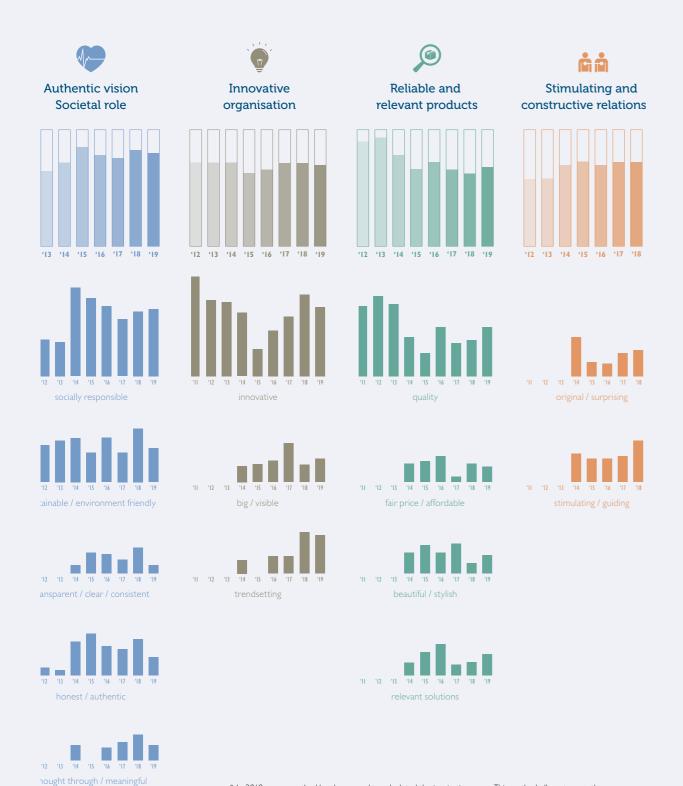


MARKET STRATEGY & IMPACT

CO₂-compensated print version

The printing associated with Business for Good has been fully compensated with regard to its carbon emissions.

The four pillars of inspiring organisations and the contribution of each pillar in the total score in 2019



^{*} In 2019, a new method has been used to calculated the inspiration score. This method allows to map the developments over time. In a few cases, this affects the position of an organisation in the list of the 40 most inspiring organisations. However, this is never more than 1 position shift. In this edition, all developments in position are based on the new method. This development might differ compared to the published ranking in 2018.

About the Inspiring 40 The annual research into who inspires and why

The Inspiring 40 constitutes one of the most important arguments for the movement of Business for Good. It is the connecting link between purpose driven startups and the initiatives of and in traditional organisations. This assures that the whole movement becomes visible. What the Inspiring 40 is, and how it has been set up, is explained here.

The Inspiring 40 is an annual research that looks into people and organisations that inspire. We started this in 2011 to understand who is receiving attention and was growing. The most researches focus on the already known names. We wanted to understand who was going to become known. That's what the Inspiring 40 does. Both the research into inspiring people as inspiring organisations exists of two-tier research. The first one is an explorative research, while the second exists of a quantitative rating that results in a score and, thus, in a ranking.

Phase 1: explorative research

The explorative researches are meant to reveal the characteristics of people and organisations that inspire. According to these insights, we change the survey of the second part of the researches. That means that the questionnaires are year specific. In 2019 there was no reason to change the questionnaire that was used in 2018. The development of the characteristics of inspiring organisations in the past nine years are shown to the left.

The questionnaire for People of Inspiration has changed this year on a few points.

Besides revealing the characteristic features of inspiring organisations and people, the explorative research also exposes the organisations and people that possess these features.

New names are included in the second phase of the research, which results into the ranking. That's why Unilever, BMW and Coca-Cola, amongst others, re-entered the research again in 2019.

Phase 2: quantitative research

Based on the results of the explorative research, we've developed a questionnaire that measures how inspiring an organisation or person is. The inspirational value of organisations is measured according to 10 features and two general questions (an inspirational score between 1 and 10 and NPS). The inspirational value of people is determined by 12 features and on general questions (an inspirational score between 1 and 10).

To prevent 'questionnaire fatigue', every respondent rates a limited number of organisations or people that they know at least fairly well to good. So, the inspirational value is determined by people that truly know the people or organisations that they are rating.

The Inspiring 40 is made possible thanks to our partners Dynata and DatalM. Stefan Boom and Stef van der Helm, thank you very much for the trust, enthusiasm and effort!

| Research | Quantitative, explorative research | Quantitative research with rating (* see left page) |
|---------------|--|--|
| 40 most | Features of people that inspire | Rating of 60 people on 12 characteristics, |
| inspiring | and a raw list | each respondent rates 3 people that he or she knows |
| people | N = 315 | N = 2.022 ($N = $ at least 90 per rated person in the list) |
| | Inhabitants of big cities | Nationally representative |
| | Spring of 2019 | Summer of 2019 |
| 40 most | Features of organisations that inspire | Rating of 87 organisations on 10 characteristics, |
| inspiring | and a raw list | each respondent rates 4 organisations that he or she knows |
| organisations | N = 317 | N = 2.688 (N = at least 105 per organisation) |
| | Inhabitants of big cities | Nationally representative |
| | Spring of 2019 | Summer of 2019 |

business for good



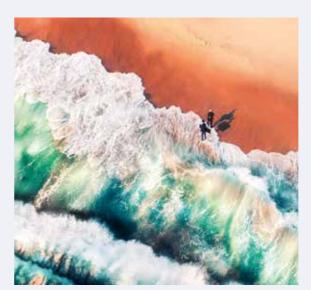
Emily (30) was born and raised in Orange County California, 20 minutes from the beach, and has a huge passion for telling stories through pictures and films. Her drone brought a new dimension to her stories. And it caused Emily to win the International Photographer of the Year award in 2017.

New perspective

Emily was raised with cameras all around her. With her dad as example, Emily started experimenting with cameras at an early age. After finishing her studies at Brooks Institute for Photography in Santa Barbara, she became a professional photographer. Her breakthrough came from an unexpected quarter. Her brother in law, who had a job in commercial real estate, suggested Emily start take up droning as all photographers in this field were using it. She followed his advice and bought a drone. From the moment it flew up, a whole new world opened itself. A world that offers a perspective that, generally, is missed by the human eye.

Freedom

It was *The Wedge*, a popular surfing spot in Newport Beach
California, where Emily's passion for droning blossomed most.
This was also the spot here where she discovered her passion for shooting content near the beach and ocean. Here is where she feels most in touch with nature. Emily's Instagram page started filling itself increasingly with beautiful green and blue colours.
What started as a personal experiment, eventually became her life. Being outside, detached from the digital world we live in today, enjoying what the world has to offer us is what already inspired Emily. Droning gave her camera literal freedom. It allowed her to access a unique perspective of known and unknown places.



Drop and Surf, by Emily Kaszton

Inspiration

In Emily's story it becomes visible that inspiration does not flow in one direction. She has always been inspired by Chris Bukard, a famous lifestyle and nature photographer, because of the emotions he's able to evoke in his audience and the humbleness in his persona. In turn, one of the reasons that drew Bukard to Orange County was because of Emily's work. In this sense, droning did not only change her work, but also herself. 'It's easy to compare yourself to other people and think 'Okay, I can't compete with them', but this inspired me to continue doing what I'm doing. It's good to remind ourselves that it's good to be unique.' Emily was also brought on a fast track through her droning: she tried to find as many creative minds in the same field as her and tried to learn as much as possible from them. Now she also provides workshops, going into the sea to learn others the craft of droning photography and videography and making it more accessible. She's also currently preparing a course in collaboration with a community college and starting up an e-course surrounding droning.

As one of the few female droners, Emily inspires lots of other women. 'Although I'm not primarily focusing on females, I definitely want to empower women to get there and drone. It's very humbling to hear that certain women have bought drones because of me or wouldn't have attended the workshop if I weren't female.'

Be like California

For Emily the slogan *Be like California* isn't a slogan that comes out of thin air. 'California as a whole has always brought forward ambitious risk takers, innovators and dreamers.' Looking through history, Emily already sees it as far back as during the gold rush, when people dared to move there and discover something new. Going forward this became evident when the entertainment industry flourished and made Hollywood big. And even more recent with the rise of technology, which ushered in the birth of Silicon Valley. Even today, large successes are being booked in the field of green, sustainable energy with the introduction of, for example, Tesla.

'I feel like California is constantly seeking new opportunities with sustainable companies. We just have a history of innovation.' Emily strongly believes in the potential of entrepreneurs and business leaders to innovate. Also, because organizations have the money and reach to create impact. Like Amazon, who's aiming to add 100 thousand electrical vans to its fleet and pledged to use 100 percent renewable energy before 2030. 'I know things aren't always perfect, but we're constantly trying new things that can lead to good.'

