



BUSINESS FOR GOOD

The rise of the
impact organisation

SYNERGIE
inspire action

 the inspiring 40
2019

business for good 2019

Business for Good will be the 'new normal'. A broad movement of organisations with different ideas about what the goal of an organisation should be is growing: for them, organisations are places to cooperate with others to create as much impact as possible. Profit and growth are means, not a goal. The goal is found in the society. Organisations participating in this broad movement are those that inspire the Dutch.

This is proven by our search for the most inspiring organisations. Every year, we interview more than 2,500 Dutch people, carry out case studies and desk-research and talk to professionals of every layer in organisations. Since 2015, we have seen one very clear trend: inspiration is about doing good and doing this extremely well. Business for Good. Impact organisations are the striking examples 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 discovered 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 Kaszton

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the inspiring 40
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**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

Italy - March 4th 2019, Trullo, a suburb of Rome. Girl makes a mural painting representing Greta Thunberg





Business for Good 2019

What if... What if... we have always had a wrong idea about organisations? What if everything that we have learned about them turns out to be different? We have grown up with the idea that organisations are there 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 this idea is wrong. What if we gained our welfare despite this idea? What if organisations were places where people worked together to make the difference. What if organisations would lead to progress for everyone. For everybody.

The list of the Inspiring 40 comprises nine years of research conducted in the Netherlands on inspiring organisations. The research is a thermometer that indicates which organisations gain the attention of people and why. What appears to be the case is that what people long for is what they see a future in and what inspires them. This report exposes a wish for 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 largely determine the list. We can no longer ignore it.

Too Good To Go is, as new number one on the list, a striking example. This company uses a business model to solve social issues, which is a completely different approach than 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 start-ups like Seepje and Farm Brothers but also of initiatives of large, traditional organisations.

Business for Good is about the emergence of impact organisations. These are companies doing good, doing this extremely well and knowing 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 impact organisations are desperately needed. They are characterised by the energy they unleash and create progress. Social issues can no longer be ignored because it all comes down to the questions: 'Who do you want to be? And what is it that you want to work on?' A question that everyone needs to ask.

Synergie



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An aerial photograph of a beach with waves crashing onto the shore. The water is a vibrant green and blue, with white foam from the waves. The sand is a warm, golden-brown color. A person's shadow is visible on the sand in the bottom left corner.

Part 1

The movement Business for Good

What inspiration in 2019 is about



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 put an end to 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, there were Americans who 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 by 40 percent until 2030. And in 2018, the state announced that it wanted to generate 100 percent 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 who do that extremely well. When looking at the world from this perspective, many organisations, departments, teams and professionals can be found that are inspired to do good and that want to make impact.

In 2019, Business for Good has grown from a few protagonists to an increasing and broader movement. The Inspiring 40 show more and more examples. New, idealistic start-ups appear, of which some are growing 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 for the first time clearly saw the need of people for organisations to 'do good'. 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 were the outcomes of an ambition to change the market because the way the market was managed was no longer considered feasible. In order to achieve this goal, they committed themselves to come with the best products and solutions. Because this mission inspired employees to not work solely for the benefit of the managers but to work on a shared ambition, these companies succeeded. Instead of working in the organisation, employees worked on their organisation. This resulted in an enormous boost in creativity and gave much more energy. Both on employee level as well as on customer level, these protagonists realised the profound need to make a difference and to have impact. They also offered a perspective on the societal issues that had become 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 is expanding even more. We see more and more examples of businesses aspiring to do good among various kinds of organisations. The first employees who worked for these impact organisations, and became used to working this way, may leave the organisations and take their principles with them. They start new organisations or introduce the new way of conducting business to existing organisations. Millennials and experienced entrepreneurs start new, idealistic, purely purpose-driven start-ups, and some of these grow fast. Moreover, the traditionally finance-driven organisations have started to make a move towards a Business for Good approach. Hidden from the outside world, numerous initiatives are being taken on department level and in teams. You can feel the energy; anyone can make a difference.

The movement gains credibility by initiatives of large companies such as Unilever, DSM, Danone and IKEA and of leaders such as Paul Polman and Feike Sijbesma. They do not place their organisation above society but consciously participate in society.

They create business by focusing on the social issues and finding new solutions. The take-over of 'De Vegetarische Slager' by Unilever is only the beginning. This interaction has become 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 organisations in three ways. First of all, there are the most inspiring organisations. They combine ideals with impact. Because impact is often related to scale, larger organisations may appear in the (professional) media more often. However, the organisations with ideals are also growing. That is why in our research we also closely monitored the second group of organisations: the idealistic start-ups, 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. A company can only act in a sustainable way if this also positively affects the sustainability of its environment. A company can only be successful if its society is successful. This fact will affect businesses in all the three groups. Together these form the movement. That is why in this report, their stories are central.

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

We do not claim that the new normal already is the new standard. It is not even close. The new ideas particularly 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 are confident that more and more organisations will be a part of it. The entrance of traditional organisations and the rise of new start-ups prove that the movement is developing in the direction of the new standard. The arguments for this are presented in this Business for Good trend report.

Tahoe, by Emily Kaszton

BE LIKE CALIFORNIA



1 Inspiring organisations

Inspiring organisations gain the attention because they make people look differently at the market, service, or solution. These are always vision-driven organisations that democratise 'something': they make a product or service available for everyone, for example slavery-free chocolate, comfortable and affordable living, electrical transport and creativity in the construction business. 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 for the issue on 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

2 Purpose driven startups

Many new start-ups have been founded as a 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 making money by doing so. They balance business and for good, are driven by ideals and have fans among their customers. What these organisations have in common is that they increase their reach in order to increase their impact.

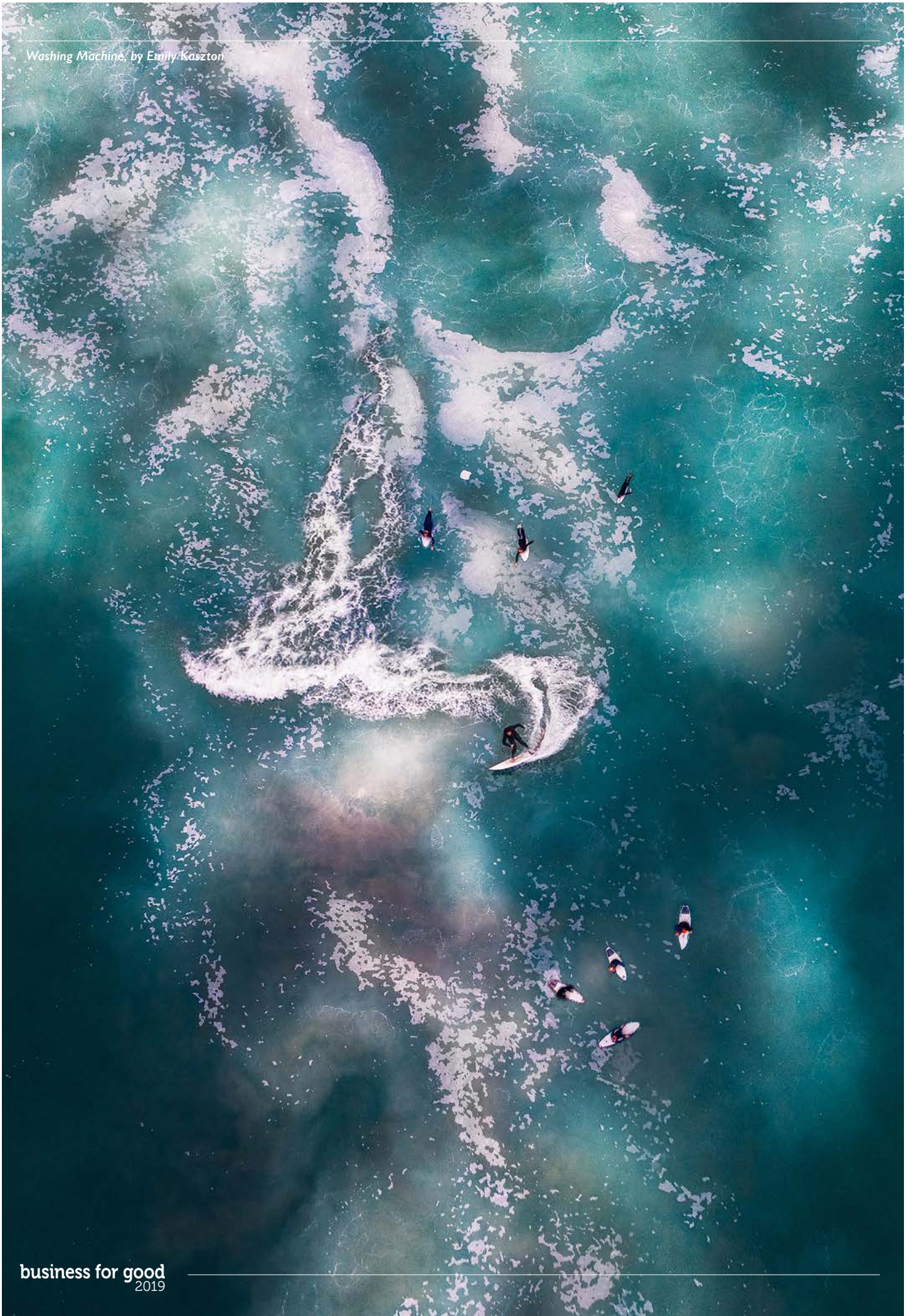
Examples: Seepje, Fairphone, Farm Brothers

3 Traditional organisations

These are organisations that once started from a traditional business model or slowly grew into this model. These are often the big and well-known players with a large reach. However, medium large and SME organisations are also involved. It is there that new ideas start to emerge regarding their common purpose and where the desire grows to be able to combine both ideas.

Examples: DSM, Unilever, Danone

Washing Machine, by Emily Kaszton



The impact organisation

The most inspiring organisations are characterised by their ambition to make a difference. They do not focus on the market or world as it is today but on what is needed for the world to become as they see it. These are what we call impact organisations. Often this is about society, which 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 social enterprises. 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 is related to a strong ambition to achieve an impact on each and every one in society. 'To create a better everyday life for the many.' is the ambition of IKEA, or 'safe and reliable food for everyone' of Wageningen Food Safety Research. Tony's Chocolonely, De Vegetarische Slager, Dopper, Tesla, Too Good To Go, all of them show these ambitions.

This ambition also is shared by Nike ('to bring inspiration and innovation to every athlete* in the world'). (*If you have a body, you are an athlete) and by 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. They are 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 often follows is a continuous process of development, innovation and creation in order to become what they aimed to be. The desire to change their approach is shared by both traditional organisations as well as social enterprises. Evidence shows that any organisation can be an impact organisation, even large multinationals such as DSM and Danone.

Social enterprises

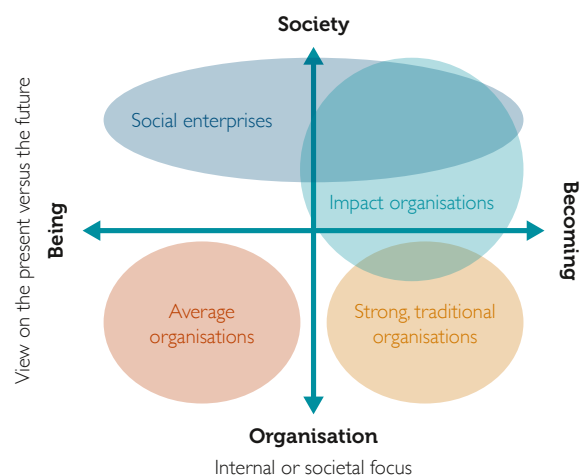
A social enterprise is an organisation with a social goal. Many of

these type of organisations embrace a great and worthy ambition and consequently become impact organisations. Others are more satisfied with the world as it is today and mostly focus on merely doing things differently. A bicycle courier company, for example, can be a social enterprise when it runs courier services without discharging emissions or causing traffic congestion in the city. The bicycle courier, as we see it however, only becomes an impact organisation when it has the ambition to make all courier services in the city CO₂-neutral and to contribute to the solution of flow pressure in traffic in the city. 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





The movement Business for Good – 1

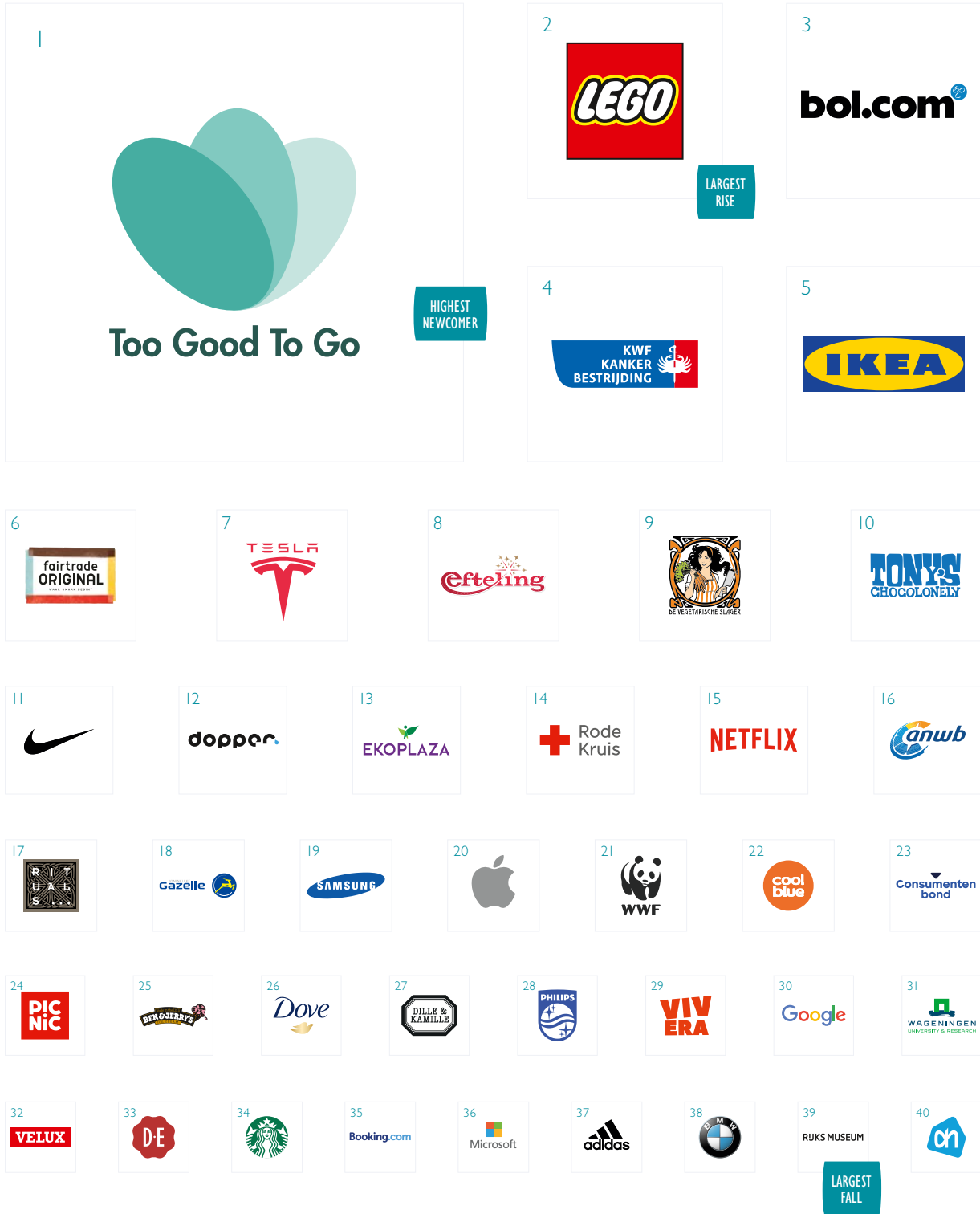
The Inspiring 40 2019

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 represents 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 in the Netherlands of 2019, and it proves how quickly inspiration leads to impact.

The biggest scarcity nowadays is attention. The desire to understand which organisations receive attention provided the basics of the Inspiring 40. Since 2011, we have annually mapped out the 40 most inspiring organisations by conducting multiple studies amongst the Dutch population. The results offer an annual snapshot. Place them in a row, and you discover trends. The research shows 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 is made evident by the traits that characterise the Inspiring 40 and by 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 has become stronger yet again. Corporate social responsibility, sustainability and innovation remain the most important characteristics of inspiring organisations. People have become more positive about organisations: the overall inspiration value of organisations is growing. Dutch people increasingly see organisations as the means to a solution. The list of the 40 most inspiring organisations in the Netherlands mainly comprises impact organisations: organisations that solve an issue outside the organisation. Their success is not measured by their P&L but by the figures in their impact reports. In this year's list more social enterprises, not-for-profits and charities have appeared, 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. Nevertheless, these organisations receive attention. They do not work in a market 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 at their best when they work from inspiration,
- a person's influence is largest when they 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, more than 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 has been mostly about to which extent an organisation is innovative and sets the tone. Organisations strong in this pillar according to the Dutch are: 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 what 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?

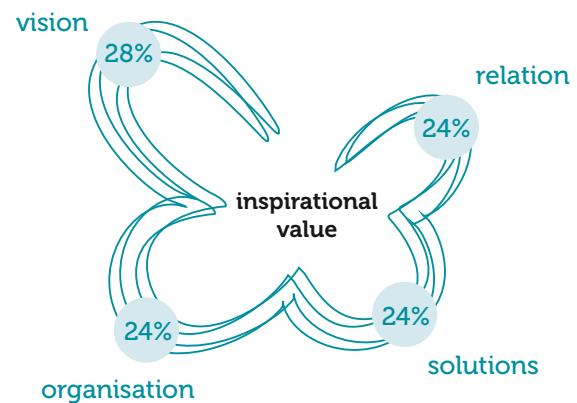
In 2019 this mostly applies to the quality of the solutions. Organisations scoring high on the pillar Product: Too Good To Go, bol.com, Gazelle, Lego and Samsung.

Pillar 4 – Relation

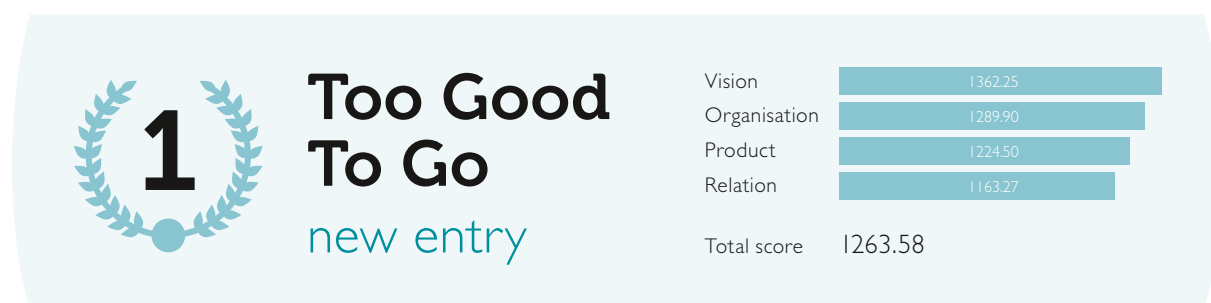
Why should I stay with you?

In 2019, answers to this question mainly relate to being a role model and the ability to maintain constructive relationships. 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% ▲	-1 ▼	1160.96
10	Tony's Choclonely	3% ▲	0 ►	1159.94
11	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

* The development percentage shows the development of the organisation compared to 2018.

** 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.

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	-1% ▼	-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% ▲	-1 ▼	1101.02
34	Starbucks	6% ▲	3 ▲	1100.01
35	Booking.com	new		1095.58
36	Microsoft	new		1091.69
37	Adidas	2% ▲	-6 ▼	1084.91
38	BMW	8% ▲	#N/B	1083.34
39	Rijksmuseum	-4% ▼	-32 ▼	1083.18
40	Albert Heijn	1% ▲	-11 ▼	1072.62

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



NO. 1
INSPIRING 40 2019

Too Good To Go

Everyone wins

According to the Dutch, within the most inspiring organisations everyone wins. Customers, partners, investors and the world. Only one and a half year active in the Netherlands, Too Good To Go developed like a fire from startup to scaleup. More than 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 that is attracting more and more people and partners.

From mistake to idea

It was a coincidental mistake that led to the emergence of this fast-growing movement. Four young Danish friends saw a waiter throw away food at a buffet. This should have happened behind the scenes but accidentally happened in sight. In many cases, this would have had little consequence. In this case, things went differently. The boys realised that this behaviour was by no means exceptional. And because of that a lot of food was being wasted!

The problem of food waste

Forty-four 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 produced yearly worldwide gets wasted: a dazzling 51 tonnes per second. It is expected that this will increase by another one third before the year 2030. This food waste damages land and sea; it 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 is made evident by the 2018 ambition of Minister Schouten to reduce half of the food waste by 2030.

A win-win-win model

The friends came up with a simple idea: to make an online platform on which 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 launched in Europe through a franchise model. However, it was not immediately successful. Everywhere they reinvented the wheel but were not able to reach scale anywhere. Everyone was looking for money, partners, customers and impact, but the start-ups 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 a completely different approach needed to be taken. 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 successful 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, which was to make an impact on people.

They got started: the international establishments were repurchased, and the concept was reworked.

An important change was at the base of the breakthrough.

The price of the Magic Box, as the surprise packages of Too Good To Go were called, was adjusted. Meals were initially for free, but the result often was that these were claimed but not picked up. From then on the packages 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. Moreover, Too Good To Go also retained a small percentage of the sales. 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 acquainted with the initiative in Denmark. He recognised an



Joost Rietveld

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 lacked the required scale. It could and had to be better in the Netherlands, and that is what Joost wanted to realise.

Joost's background makes him the ideal person for the job. He is personally 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 to become so cheap that it is 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 its Danish subsidiary OSCAR, he was given the space to follow up on 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 start-up, 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. For traditional companies it is the other way around. They are looking for a social issue that fits their business case. That doesn't add up.'

The professional base of Too Good To Go did the rest, and in January 2018 Joost started with a small team in the Netherlands. The Dutch company was part of a European initiative that aims to inspire more than 50 million people to join and 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, more than one million Dutch people registered via the app, and they 'saved' at least one million meals. Users are very enthusiastic: 'Great! You get so much value for money and do good.' The same counts for partners: 'This is so much fun!' The Dutch team has now expanded 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 issue emerged. 'We were stuck. Restaurants and supermarkets with whom we were talking were listening to us and liked the idea, but they 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 across.'

Further growth

The theme is popular. The ministry of Agriculture, Nature and Quality of food announced at the beginning of October that in 2019 the Dutch had been wasting approximately 34.3 kilo food per person. This was 7 kilos less than in 2016, but still way too much. This means that the huge ambitions of Too Good To Go continues unchanged.

'Reaching one million Dutch in a little over a year was not that much of an effort. The interest is enormous, and users of the app are eager to save on meals. Therefore, the next step is to increase the usage of the app. For that, we need a lot more partners, for example more supermarkets and restaurants to actively start reducing the waste of food.' In October 2019, more than 2.500 partners are now taking part in 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, more than 5.000 partners are needed who currently are struggling with 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 entire Netherlands will take action. The first step was taken in August this year when 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, information about the exact issue and educational material for students of all ages. It is only a matter of time before all Dutch people will have become aware of the food waste issue and are acquainted with the solutions Too Good to Go has to offer.

Five mechanisms for inspiring organisations

The Inspiring 40 are the striking examples of the Business for Good movement. They inspire the Dutch. What they do to achieve this is written in the four pillars. In order to discover how these companies have managed to be listed in this Inspiring 40, it is necessary to dive into their stories. In the conversations we had with Too Good To Go, bol.com, IKEA, Tesla and Tony's Chocolonely, one simple principle stands out: they are all impact organisations that take action on what inspires them. The power of inspiration is available to every organisation. What is necessary for understanding how to use this power? We always find five mechanisms in this process:

- 1 To inspire starts with being inspired
- 2 Win-win-win
- 3 Think global and democratise
- 4 Simplicity and logic
- 5 Continuous improvement

1 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 above the safe conformism that leads to mediocrity. At the base of inspiration is aspiration: a desire for another future. Often this originates from dissatisfaction or anger. Frustration about wasting food led to Too Good To Go. Astonishment regarding the expense of furniture led to the founding of IKEA. Dissatisfaction with the plastic soup led to the founding of Dopper, anger about animal suffering to the Vegetarische Slager and disbelief and frustration about child slavery to the birth of Tony's Chocolonely.

Dissatisfaction can lead to anger, frustration and fear. To complaining and doing nothing. If you translate dissatisfaction into a visionary image about possibilities, you 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 that guides a small group of people to make the whole industry slave free in three steps (create awareness, lead by example,

inspire to act). Inspiration transforms managers into leaders and employees into co-operators, working on their organisation instead of in it. Inspiration motivates people to automatically think about possibilities and achieve 'yes, we can.'

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 switching banks would cause 'hassle' without added value. Triodos Bank proved that people could be persuaded to move their account to a different bank long before sustainable banking became a theme. The dissatisfaction from which Triodos originated was the realisation that investments with savings and funds determine what flourishes in society. Until that moment, the only thing that counted for both banks and their customers was return on investment. The dissatisfaction became aspiration when Triodos Bank offered a solution: sustainable banking. It became inspiring when a clear plan was presented to make it big.

Roel Welsing, back then marketing manager at Triodos Bank, developed this plan: to become the best service provider, and on top of that, to interest people in sustainable banking. Unconventional measures were taken, such as direct personal contact, no guidelines for how long a call took, the call centre as profit



Four phases in inspiration

centre, locating the call centre next to the board of 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 had changed the standard in the financial sector. Most of these principles are now standardised in many banks. Back then, Triodos Bank was the first. Only then the next step followed, which was to make sustainability ambitions concrete and to be the first bank to be 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, resulting in an amazing, unprecedented growth in the financial sector:

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

Fear disappears where inspiration appears

The aspiration to do good nearly always inspires employees to realise this extremely high quality product. When inspired, 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; they just may not yet have found the road towards the end result yet. In transaction-driven organisations, employees can fail. In the end, this is stifling and leads to mediocrity. This is not the case at Tony's Chocolonely, Tesla, Vegetarische Slager and Dopper: Tony's launches more new tastes than whichever other brand, Tesla dares to go beyond boundaries in design and service (for example by rapidly scaling up the number of charging facilities, ordering via the internet).

3 Think global and democratise

The desire to make an impact often causes inspiring organisations to '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 concerns the acceleration of electric transportation, slave free chocolate for everyone, humanity in every situation, a plastic-free ocean, what they offer is limitless and timeless. They appeal to the desire to increase welfare. In this way, win-win-win becomes a large scale movement. 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 supply 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 provides 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 car, 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 for 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 common sense both for employees as well as for customers. The power of this cannot be overestimated.

The traditional organisation

Financially driven
Organisations have a business goal
Welfare before wellbeing
Doing well is central
Increase welfare
CSR is our accountability
Sustainability is people, planet, profit
Ownership and top positions are financially valued
Lead on purpose
Steered by control
Employees work in their organisation
Innovation is expensive but a must
Customer relations are series of transactions
Loyalty is about that of customers to the organisation
The profit of one is the loss for the other

The impact organisation

Purpose driven
Organisations have a social role
Wellbeing before welfare
Doing good is central
Broaden welfare and wellbeing
Society is our responsibility
Sustainability is people, planet, purpose and persistence
Everyone is valued
Lead with purpose
Steered by inspiration
Employees work on their organisation
Innovation is an opportunity and means for impact
Customer relations are about mutual commitment based on a common topic.
Loyalty is about that of the organisation to customers
We win or lose together

5 Continuous improvement

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 extensive innovation. IKEA is a good example of this. Their desire to enable affordable and comfortable living for everyone

(now and in the future) drives the company to continuously search for better solutions and innovates to do so. The store teams work with a lot of energy on the store experience and daily aim to improve the experience. Examples of major 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

Masai-woman with LEGO-box



NO.
2
INSPIRING 40 2019

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, their sales 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 have become increasingly relevant. In the next few decades, its 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 enlarging this. 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 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 six 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 inherent in everyone, and LEGO stimulates this. New products are all about the sustainable development of capabilities and span all features of creativity: from lateral thinking to empathy. The 'purpose' is to develop 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 to 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. Besides, 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 percent 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 have already been manufactured from sustainable energy.

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

New elements from the online world are also valued at LEGO. LEGO Hidden Side is the first LEGO game, combining both the online and offline world by 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. Currently, there are eight LEGO Hidden Side sets for which updates that add new mysteries are regularly launched.

Besides new LEGO stores in Great-Britain, China, the Middle East and India, stores have also opened in the Netherlands. The first store opened in Utrecht, and Amsterdam is due to follow. These will be the flag ships of Lego's enterprise. Besides selling their products, the stores offer space to play, and activities and events will be organised. In addition, there 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. These are stores where children can enjoy their creativity again.

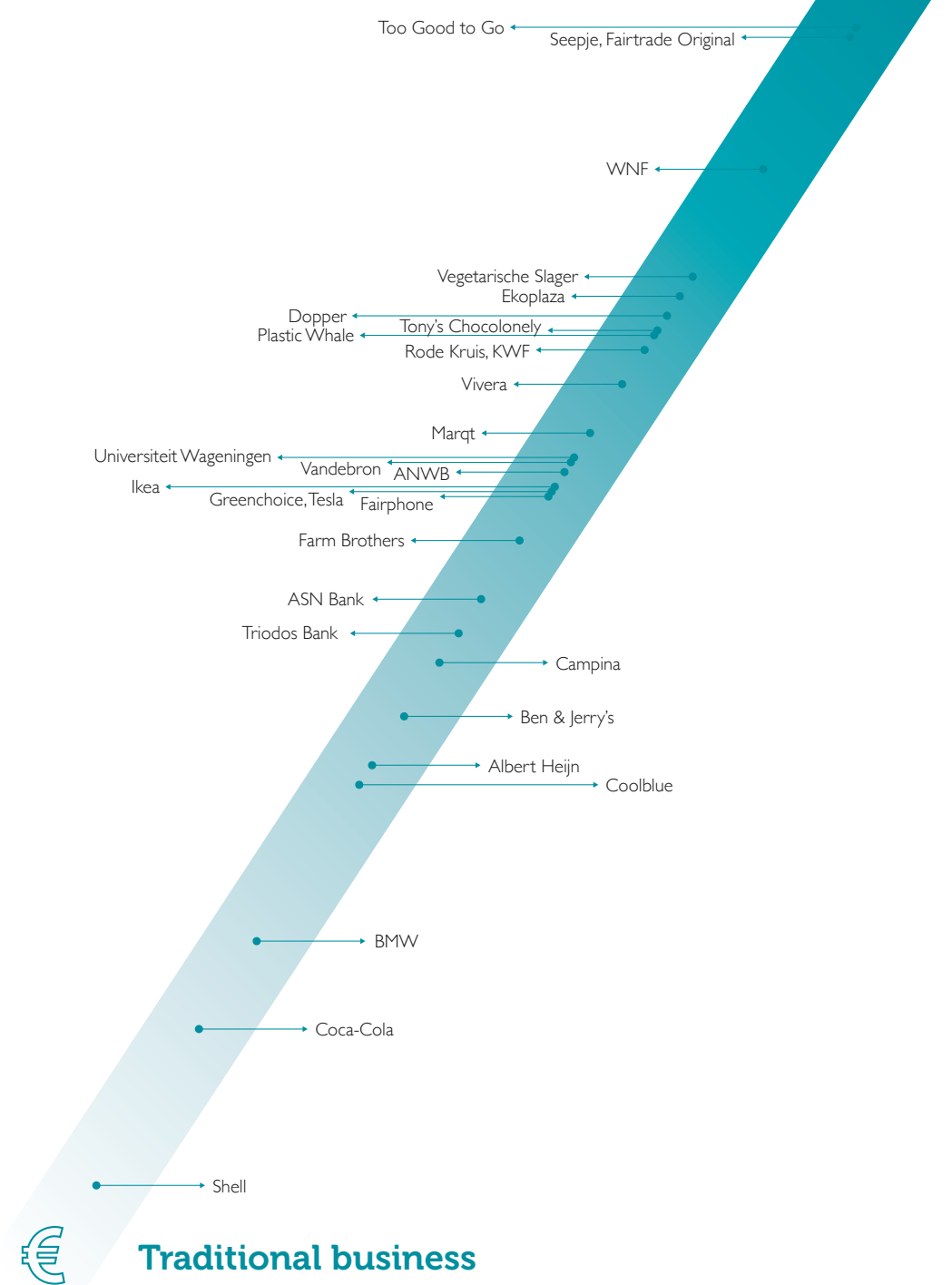
Besides the Lego physical stores, there is also the LEGO House for LEGO lovers in Billund, Denmark. On a 12.000 m² space, 25 million LEGO bricks provide LEGO fans of all ages an amazing experience. Here AFOLs (Adult Fans of LEGO) from all over the world can demonstrate their artistic skills.

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, unimpeded by limitations. 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 world through the eyes of children: full of possibilities and opportunities. This optimistic look fits those who want 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 to encourage. That is how LEGO builds on a new world.

Purpose driven organisations



Traditional business

Organisations measured according to contribution to societal issues and sustainability



The movement Business for Good – 2

Striking examples in purpose-driven organisations

After a search of more than eight months, Teyler Padberg, Herman Insinger and Tjebbe van Meeteren found the breakthrough. The 'Farm Brothers' discovered a way to bake vegan cookies on a large scale by using coconut oil instead of palm oil, which proves to be technically rather complicated. For Farm Brothers this was an important discovery in their cookie journey. Driven by the motto 'eat cookies and change the earth' they produce delicious organic cookies with the objective to change the agricultural system in a positive way. The current method of agriculture, with its large-scale use of pesticides, chemical fertilisers and monocrops, has worldwide caused the loss of half the fertile soil. Many people are extremely concerned about this, and so is the UN. That is why Farm Brothers have decided to take action, and their vegan cookies are to be the means for this purpose-driven start-up to achieve this. Shortly after the discovery, marketing manager Marieke de Goeijasks considered when would be the best moment to share the recipe with the world: before or after their own cookies had proved to be a success? The major consideration for Farm Brothers was to choose for the approach that would lead quickest to a lower use of palm oil. That the cookie has turned out to be a success proves that the new process is working and will help to spread the recipe. On the other hand, this innovative process also causes a delay the company may not be able to afford.

This signifies the mentality in purpose-driven organisations, which is that impact counts, not making profit. Research shows that the inspiration to work on a better future gets the best out of employees and increases their productivity more than twice as much. As a result, purpose-driven organisations 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 striking examples of the purpose-driven organisations. Shell scores the lowest in the perception of the Dutch people and is therefore put at the bottom of the list.



NO.
1

IN PURPOSE DRIVEN ORGANISATIONS

Jasper Gabriëlse – co-founder Seepje

From sweet little one to mass production

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

Why are they able to do it?

Together with Melvin Loggies, Jasper founded Seepje six years ago after they saw on television how people in Nepal were washing their clothes with the shells of the *Sapindus mukorossi* fruit. This soap nut comprises saponine, a natural form of soap. 'How is it possible that they are able to clean their beautifully coloured clothes with a natural product, while in the west we seem to need different chemicals to get our clothes clean?' Jasper and Melvin wondered. '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 arranged through e-mail. They scraped all their money together to have a 500 kg pallet (less was not possible) shipped to the Netherlands. Here they got their mothers to test the shells. At the beginning, it felt strange for them to wash with shells. However, the mothers came to the conclusion that the shells were very effective in getting clothes clean. The 'user acceptance test' proved to be successful.

The first baby step to growth: share the story

Due to his study business administration, Jasper knew very well how to write a business plan. One of the strategic decisions they took was to not sell the shells through the regular channels, the supermarkets. It would be much more difficult to tell Seepje's story from the shelves. Therefore, the shells were sold at first in gift stores and 'fair trade shops', where shop assistants could take 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 that it is very normal to wash with shells, but it seemed better to adjust the product to what people are used to.' So, Melvin and Jasper decided to create an extract from the shells as the basis for a liquid laundry detergent.

Nah, that never happens...

It took some effort to find the right formula that would meet 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. And it worked! But just when Jasper and Melvin were ready to open up the champagne, they received awful news: Nepal had been struck by a heavy earthquake. They immediately sent Hari a message to ask how he was doing and heard that he was not able to track down his family and employees. Jasper and Melvin realised that 'This was not a moment to celebrate, but to take action. Within a short time frame we set up a crowd funding action to collect money to support Hari's village. We collected 30.000 euro. It was not that easy to get the money to Nepal especially because Hari's village was not supported by any large aid organisations. But luckily, with the support of a friend's company, we were able to get the money and the goods to the right place.'

The disaster made them think. They wanted a single source supplier in order to jointly grow. This would enable full transparency, which was necessary to meet the requirements of a fair-trade audit. Investors had warned them earlier about the risks: Suppose, for example, an earthquake takes place? Until that day, their thought was that this 'would never happen to us'. After the earthquake disaster, they decided to find a second supplier in India, without giving up transparency and fair-trade compliances.

Not only sustainability

Seepje offers a sustainable alternative for synthetic (laundry) detergent. But it does not stop there. At every step in their process, they choose for fulfilling a social role. For that reason, they work with a limited number 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 wrappers are manufactured in social work spaces. The shells are also packaged there. It is not about making more money but about reducing synthetic products. Seepje's investor only invests in social enterprises and shares the same philosophy. Purely in Business for Good..

Taken up in the 'Ones to Watch'

Via social media, Seepje worked hard to find ambassadors for their product. They succeeded, and Seepje became more popular. Last year, this led to a ranking 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, became interested in Seepje and contacted them. The retailer considered the product so unique that a cooperation agreement was drawn up which led Seepje to 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 their business activities in the UK.

Time to make it really big

Proven to be trustworthy by the Inspiring 40, Jasper pitched for the 'Postcodeloterij'. 'How marvellous would it be if the 'Postcodeloterij' would consider sending 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 to a broad range of consumers. Recently, online supermarket Picnic has also added the products to their assortment.

Huge steps, but is that sufficient? 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 would be beneficial for the people over there, and it saves CO₂. Moreover, it would save time to spend instead on research and development.

In 2019, Seepje is one of the highest scoring, purpose-driven organisations. Getting known is the biggest challenge. The company rose to eight percent in the Inspiring 40, which is good, but it is not good enough. It is time to move on and to join the 'big boys'. The time of sweet and small is over: 'Next year, we want to double our sales at Albert Heijn.' If they succeed, the publicity will also increase, which would result in Seepje being part of the Inspiring 40 in 2020. Onwards towards a future of gentle mass production!



The movement Business for Good – 3

Initiatives in and from large organisations

At the same UN Climate conference where Greta Thunberg presented her impressive speech, 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 about what his vision was on climate challenges, he made clear in merely four 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 on the next page. The 500 billion dollar initiative is huge, and this is only one of the many large initiatives announced this year. The movement of Business for Good has definitely broken through in 2019 in organisations that used to have traditional ideas about business. Larry Fink, CEO of the world's largest investment company Blackrock, wrote a letter in January to all CEOs, titled 'Purpose & Profit'. His fiery plea was about 'purpose beyond profit'. In the letter he shares his worries about the foundation of society: trust. The 'Edelman Trust Barometer', a valuable initiative of PR agency Edelman, underlines his story. Already for years, the barometre has exposed an alarming trend: the trust in political leaders, organisations and institutes is systematically decreasing. In 2019 only one in five people believes that 'the system' works for them. Fink advocates that 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 currently depend for two thirds of our food on this planet on only nine plants. And 40 percent 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 to take up this social challenge is Feike Sijbesma. He transformed DSM from a producer of bulk chemicals to the current DSM: a global, purpose-led, science-based company active in Nutrition, Health and Sustainable Living. An event during a trip with the World Food Program had a huge effect on his leadership. A mother in Bangladesh pushed a baby into his arms, and the only words she said were: 'You know, I know.' With this, she meant that he knew that her child would have a high chance to die. He knew she was right. He carries this memory with him, and it is formative for the way he lives. He does not run away from it, and he is of the opinion that leaders should have the courage to break with the system. Therefore, he focuses at DSM on solving challenges in the field of Nutrition & Health, Climate & Energy and Resources & Circularity. As CEO, he goes for results but is always focused on the non-financial goal. Making money is a means to an end, not an objective in itself.

With its purpose-driven strategy, DSM focuses on societal challenges for which solutions are being developed. Examples of these are the reduction of methane emissions of cattle (feed additives), the decrease the mountain of non-recyclable carpets, the development of technology for affordable, clean solar energy for solar panels, and it enabled Auping to develop the very first fully recyclable mattress due to Niaga® Technology. He prefers investors who invest in DSM for the long term. This is special because, also financially, this approach has a positive effect. The stock value of DSM tripled in recent years. Nationally and internationally, Sijbesma and DSM are being recognised and known for their leading role by, amongst others, 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 strategy. In September 2019, the chairmen of the boards of ING, ABN AMRO,

the Rabobank, Triodos Bank and the Volksbank joined a global initiative of the United Nations, together with more than 120 banks, in which they work on a more sustainable world through responsible banking. The goal of this initiative is that participating banks, with their joint 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. For the ING alone this involves 500 billion euro.

DSM, Unilever and ING were not the only organisations that announced such initiatives. In almost every sector, organisations are standing up to eradicate malpractices in the sector and to do it 'in a different way', ranging from supermarket, beer brewery and travel agency to the construction industry. Albert Heijn, Plus and Jumbo made efforts to reduce packaging and food waste, CO₂ emissions and responsible nutrition. No retailer or restaurant can afford to not join 'Too Good To Go'.

The Dutch initiatives do not stand alone. In August, 200 CEOs 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 fully concentrated on financial shareholders or 'people who want to get as much as possible and give as little as possible.' Times are changing.

'I can feel there is energy in this'

Why is the movement of Business for Good breaking through in traditional organisations? The basic answer 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 poignantly: 'At OSCAR we avoided food waste. With every new project you felt 'Wow, there is energy in this.' Besides that, several idealistic professionals are looking specifically for large organisations. Just like someone whom we spoke with recently stated: '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 in 2017. The world he is leaving behind for his daughter moves him to act. In his creative and entrepreneurial spirit, doing nothing is not an option. After purchasing the hotel, he bought a farm to grow food nearby 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. Their story of circularity and sustainability became bigger and bigger, but was also worked out in every detail, for example 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, they jointly carry out business. Dishes are prepared according to the '80 percent vegetables, 20 percent meat' principle. The building is completely removable and can be built up again at a later stage. It started with wireless cooking without gas, using less energy. Now it is on its way to the wireless kitchen, which will be there within 15 years. Food is always bought locally. In their ambition to not waste anything and to use all resources possible, 20 percent of their employees have a limited access to the labour market. They are getting a fair chance, education, a true job and afterwards a career, which will improve their chances for sustainable job employment. Van der Voort believes in the power of each and every person. For The Green House it was necessary to look for the boundaries. For example, invoicing the use of each separate chair instead of buying the chair presented the controllers with challenges. Their goal was to minimise the number of invoices. Van der Voort still succeeded because the strategy generated progress. It is one of the many steps necessary 'to do good'.

Small steps make a large movement

Great changes come with many small steps. Business for Good is about the stories of organisations, but also about 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 as they visualise impact. For large organisations, this still appeared to be challenging, until we looked closer and found many initiatives in departments and business units. These led to very concrete results, which we have 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 constitutes the movement of Business for Good.

Feike Sijbesma – chairman of the board DSM

'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.'

Feike Sijbesma – chairman of the board DSM



Feike Sijbesma – chairman of the board DSM

‘You cannot be successful as a company in a society that fails’

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 that both strengthen each other. The success of an organisation of 23.000 employees has many origins. Still, the contribution of Feike Sijbesma is excessively large. His leadership, and consequently DSM's leadership, prove that Business for Good is possible.

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

What building a better company and building a better world means became more and more clear in the years to come. It also became clear that the combination was successful. The high employee engagement proves it. Seventy-five percent of the employees say they feel engaged. It is also proven by the innovation power. Products are being developed three times faster than a decade ago. Twenty percent of the turnover is generated by products introduced only five years ago. The stock prices also proves its success. The last eight years, DSM performed 275 percent better than the AEX. It has grown more than twice as fast as the market. Evidence is also delivered by the social impact. Besides all innovations, DSM is responsible for healthy nutrition for more than 30 million people. That is 1.000 people for each DSM employee. This all illustrates how people jointly achieve more. Feike Sijbesma's and DSM's story demonstrates that Business for Good is needed, that it works and that it shows ways to make a move for the better.

Gateway to a more Sustainable Future

In 2003, Sijbesma wrote 'Gateway to a more Sustainable Future' on behalf of EuropaBio. In this article, he sketched a 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 such as DSM, BASF, Cargill Dow and Dupont. It promised a more sustainable and profitable contribution of the industry to society. Five cases demonstrated how biotechnology can help to bring better products to the market at lower costs. And these cases all showed a lower ecological footprint on the world. This is a way of thinking which today is the recognised signature of DSM.

What makes this story so special is the time that these changes in management occurred. In 2003, sustainability was not yet the social theme it is today. Already back then, Sijbesma was aware of the value of sustainability, both for organisations and for society.

Sijbesma often tells in interviews that there was not a special moment in which his vision and approach took form. It was a gradual process. But processes have catalysts. In his interviews and stories, often four themes 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. Accordingly, Feike Sijbesma and DSM have become examples and champions for Business for Good.

The most responsive to change survive

As biologist, Sijbesma 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 and 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 was not 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 will neither be easy on the organisation. 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 would be? '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 that of all of the six children she had, not all be alive anymore in two years' time. And if I would take the child, it at least had a 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. Supported by 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 percent of the world. So less than one percent of the world have as much as the remaining 99 percent. The billion richest people have 45 percent of the available assets and produce 45 percent of the waste,

resulting in the fact that the remaining six, in the near future eight billion people, have only the remaining 55 percent of resources. 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 undoubtedly helped is his belief in the power of adapting. What also helps is the convincing business case of biotech. With biotech, one is able to reduce costs, raise higher quality or production and lessen the burden for the earth. Biotech offers advantages compared 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 to reduce the methane emissions of cows by 30 percent. Another example is Veramaris, an algae-based nutrient 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, he emanates confidence and keeps hold of the big picture. 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 areas with growth opportunities: Nutrition & Health, Climate & Energy, Resources & Circularity. Value creation happens through three pillars: improving the company's operational footprint, enabling customers to offer sustainable and healthy solutions and advocating for the future DSM believes in.

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 worked hard on being an expert in asking and answering this question. The ultimate answer for him is the answer he gave to his children, which is 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 both can go hand in hand. He firmly believes that these should be connected in the future. He has many good arguments for this. Organisations that do not focus on this connection will lose access to talent, commodities, capital and resources. 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



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 to go, professionals were working on this idea driven by their own motivation. Karin Kersten is one of these professionals. After watching the movie 'An inconvenient truth' by 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. Her job gave her the opportunity to get to know numerous organisations. The downside, however, was that she became very connected to the people and to the problem she was working on. The urge to truly make the change happen in these organisations became too big. This motivated her to make the move towards ABN AMRO. In her role as Transition Lead Commercial Banking, one of her tasks was to manage the merge of ABN AMRO and 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 to get them motivated again so that they would enthusiastically start again addressing new challenges. She felt it to be her responsibility to motivate them and to guide them to better practise This became her primary focus before she herself would start with a new challenge.

Making the difference in buildings

After a leading role in risk management, Karin became Managing Director Facility Management. She was given the assignment to reduce the amount of offices. At the time there were hundreds of offices. In some streets there was a Fortis office as well as an ABN AMRO office. It surely was not the sexiest job as facilities are not part of ABN AMRO's core business. However, 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, and 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 had to be better. She started a project 'Green Quest', in which far-reaching advice was presented 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

Karin 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 wonderfully. However, during the trajectory 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.'

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

Financing sustainability and social impact

After making the buildings more sustainable, Karin 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 for our customers.' When she was asked for this position, she had to think it through. 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, and not the easy path. And that is why she took on this challenge.

A financier has the power to influence those they lend money to and the conditions for the loan. For example, her team provides loans to coffee farmers in Africa, partly in money, and partly in fertiliser. 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 deposited 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. Supported by a university, they analyse the CO₂ emissions of the current agriculture commodities portfolio. With this baseline-measurement and follow-up 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.'



An aerial photograph of a beach. The top half shows turquoise water with white foam from waves. The middle section is a wide, reddish-brown sand beach. A person in dark clothing is lying on the beach, holding two surfboards. Their shadow is cast long to the left. The bottom part of the image shows a lighter, yellowish sand beach.

Part 2

The growth of the movement

Business for Good becomes
the new normal



Introduction part 2

The growth of the movement

In 2015, the 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 name of a Dutch lady brilliantly emerged: Aletta Jacobs. Without women's emancipation, Youyou Tu's discoveries would have never been possible. Tu chose a unique approach by making use of ancient 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 barred from starting a medical education. Medical studies was exclusively reserved for men. In order for Jacobs to get admitted to the medical faculty, she had to protest against the establishment, rage, stay persistent, educate herself, ask support from Thorbecke and get the king's permission. After her studies, she became part of a group of women practising medicine. This movement started in Great Britain and the United States but still is nowadays active in different places in the world. The current discussions on quotas for women in the boardrooms make clear that also in the Netherlands society is still not there yet. The movement did not end, but has grown and changed during the years since. 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 is not there yet. Their effort, persistence and results inspire others to join until their ideas become the new normal.

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



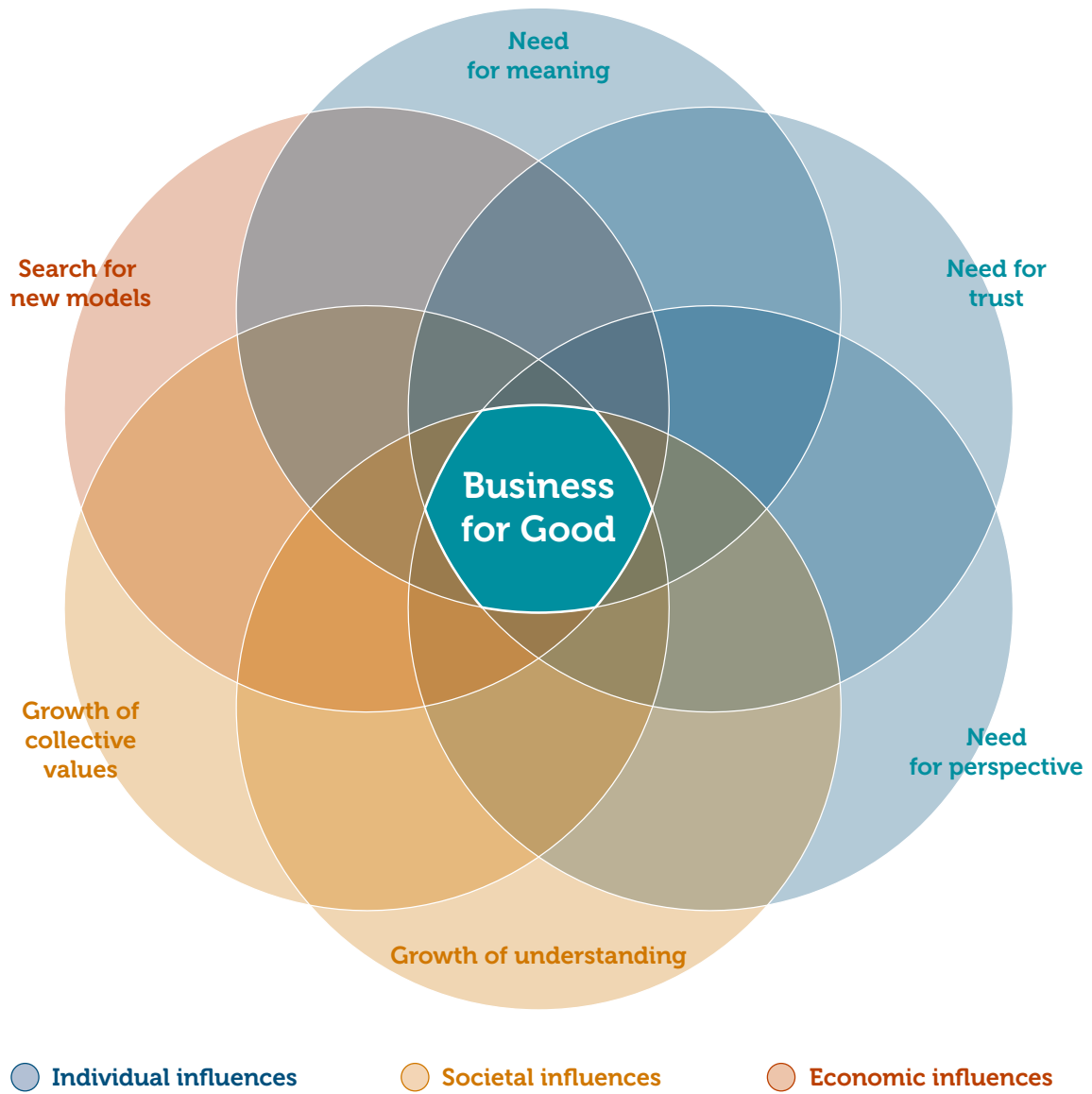
The growth of the movement – 1

The breeding ground

The movement of Business for Good originated 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



Individual influences

1 Need for meaning

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

2 Need for trust

In the book *Sapiens*, Yuval Noah Harari answers the question to 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. It is in particular the lubricant that 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 breeds more mistrust, resulting in a vicious circle barring all cooperation. Trust is especially needed. The way to break this vicious circle is to choose for a win-win approach. The high population density makes us dependent on each other. The win-win-win approach of Business for Good is the only approach that offers perspective.

3 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 to 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 civilisation 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.

The sense of urgency is palpable in 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, abuse in factories, inequality, mistrust between people and child slavery. Business for Good responds to these urgent issues, similar to how 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 do not address all issues at once but focus on one specific, and consequently make a difference.

Social influences

4 Growth of understanding

According to the Buddhist, ignorance is one of the three sources of evil (besides hate and greed). The consequences of human action are increasingly revealed. Internet, science and the visibility of the changes contribute significantly to these revelations. 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 may create the opportunity for many to commit to solving the earlier mentioned issues. At a time where there is a desire for, for example, comfortable living, good food and travel, there is the opportunity to address the large issues. These issues are not resolved by eliminating the desires but by eliminating the negative consequences of it or changing these positively. Tony's Chocolonely does not try to ban eating chocolate; instead it aims to change the supply chain into a fair chain that does not involve slavery and to manufacture chocolate that is often more delicious and more special than before. Tesla is not against the car industry, but their ambition is to develop ways to drive emission free, with car models people may love to drive in.

5 Growth of collective values

Many of us grew up in the Cold War: After the Wall fell, the Western model seemed to be the best model. Unimpeded growth followed where individualism reigned supreme. Now that we seem to have approached the boundaries of this Western model, collective systems from other cultures draw attention, for example from those in Africa and Asia. The popularity of the African philosophy of Ubuntu is a good example of this. Business for Good has a good fit to these approaches.

Economic influences

6 The search for other models

The pressure of competition on markets has increased due to globalisation. Besides that, changes occur faster. Many organisations look out for new and more effective business models. This will effectuate a search for creativity, relevance and other ways of cooperation.

Another model for creativity

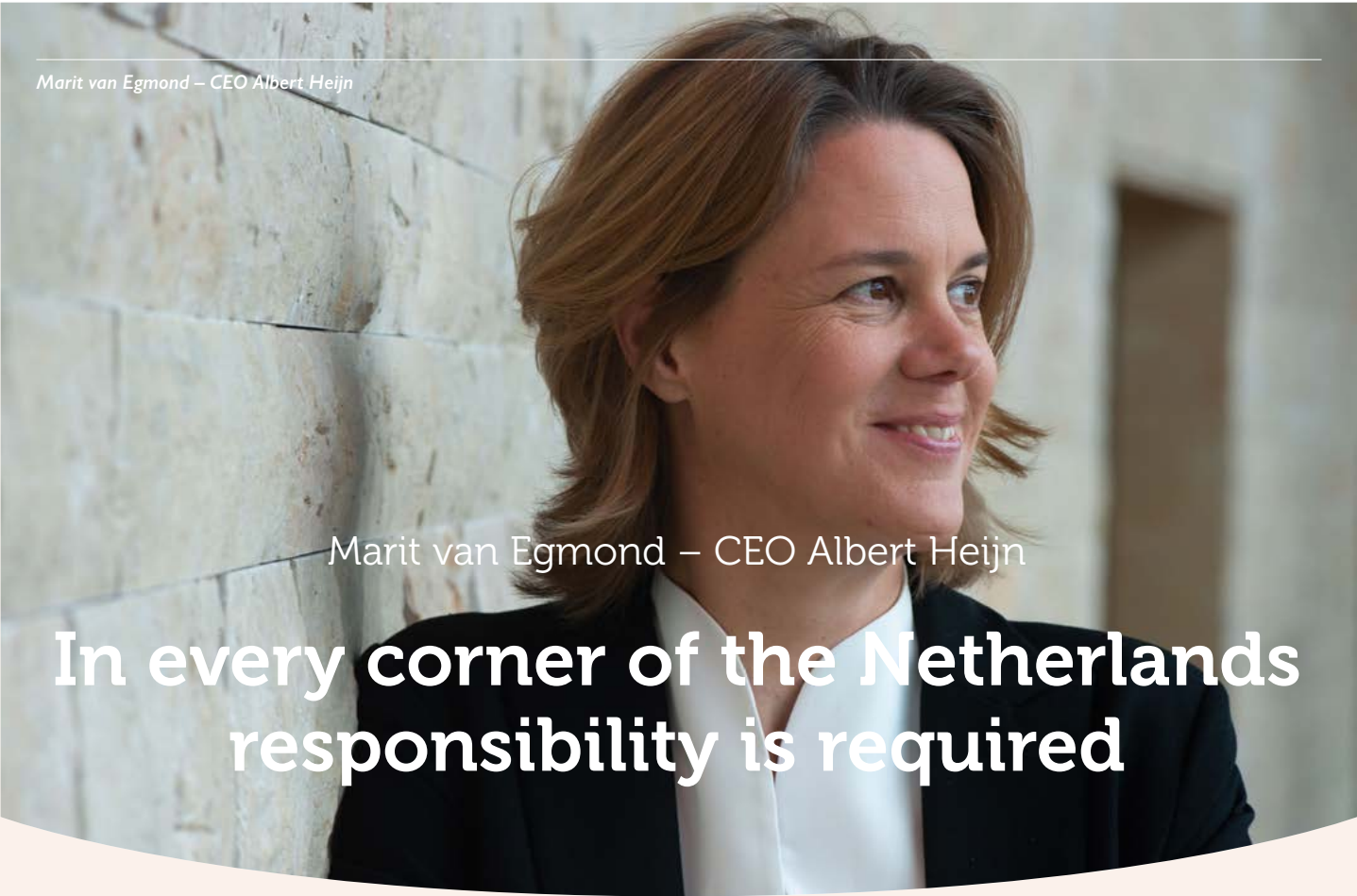
The search for creativity is one of the largest issues for CEOs. How does their organisation keep ahead of changes? Business for Good activates creativity. It gives people a reason to be creative. Besides that, it creates psychological safety because one can only fail when doing nothing. Creativity asks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

Another model for relevance

In globalising and swiftly changing markets, the term relevance is the fundamental theme for organisations. Relevance is often found when looking for 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 benefits.

Another model for cooperation

When one's gain leads to the other's loss, structural cooperation is impossible. Cooperation definitely 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 company can do this alone. Transactions alone do not form an effective basis for sustainable cooperation. Business for Good gives companies a shared goal and values needed for sustainable cooperation.



Marit van Egmond – CEO Albert Heijn

Marit van Egmond – CEO Albert Heijn

In every corner of the Netherlands responsibility is required

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 on 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 its first female CEO. She presents a clear agenda and the ambition to bring the Netherlands a step further with appealing, healthy and affordable food and drinks, together with a sense of responsibility for 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 being a supermarket that is 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 located in every neighbourhood. We introduced many innovations as first in the Netherlands: from barcode to kiwi to healthy steamed meals and – recently – digital savings through our AH-app. I also think it is very special that at least one of the five Dutch people Netherlands has somehow worked for us once in their 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 more delicious, healthier and more affordable for everyone. At the same time, we critically look at where our food comes from and how it is being produced. That affects large social issues such as food waste, food scarcity, climate impact and the packaging industry. In all these domains, we are taking important steps.'

Everything Albert Heijn does is immediately massive and, therefore, has massive impact. The organisation is continuously in motion in order to especially contribute to the business. Doing so, the social ambitions are part of the daily job. Reducing the usage of one-time-use plastics, increasing to offer organic produce (and actively promoting this), cooperating with 'De Verspillingsfabriek' ('The Waste Factory') and – as practical it can get – the introduction of 'Buitenbeentjes' ('Outcasts' – fruit and vegetables that do not have the ideal shape) are examples of the last two years.

Development and innovation as driving force of progress

Marit: 'Renewal and innovation, both in the field of food as well as in 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.' Business for Good realises that business doing good is no more the exclusive area of the idealistic startup. More than ever, large organisations make big steps which, as a consequence, directly influence the market. Looking at the issues we are facing in the current world and society, it might not go fast enough. Moreover, there is much criticism on the intention and the real impact of businesses doing good. What has become clear is that almost every organisation is increasingly conscious of the role they can and maybe even must play. It is a role that regularly needs to be rearticulated with regard to 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 and rich should be able to do their groceries at his store. And nowadays, this is still important to me: to be there for everyone and to offer all ingredients for a better life. As a large enterprise, we are able to make impact both for our customers and 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. Besides that, during the last couple of 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 is why we are transparent about our efforts, experiences, dilemmas and progress. Also, for years, we have been 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 a business wants to be there for everyone, it will create a lot challenges for its leaders. The choice for one is sometime a choice against the other. Especially in the Netherlands, polarisation is a serious trend, and the distance to each other is only increasing (SCP: Burgerperspectieven 2019). Albert Heijn takes on the role of market leader and makes big steps, but these are carefully considered steps.

'At Albert Heijn, we look at social issues from all angles, 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 biased 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 in such an important position in the organisation: listen. '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 questions. 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) Investors 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 research, all delivering a strong plea to focus an enterprise on creating impact. As it turns out: the evidence that the business model of Business for Good is effective 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. This will enable more autonomy, which in turn benefits creativity. It decreases the need for control and increases efficiency. In 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 the experiences are worth talking about. Seventy-two percent of the customers would recommend a mission-driven organisation. That is the external inspiration effect: more attention and higher loyalty against lower costs.

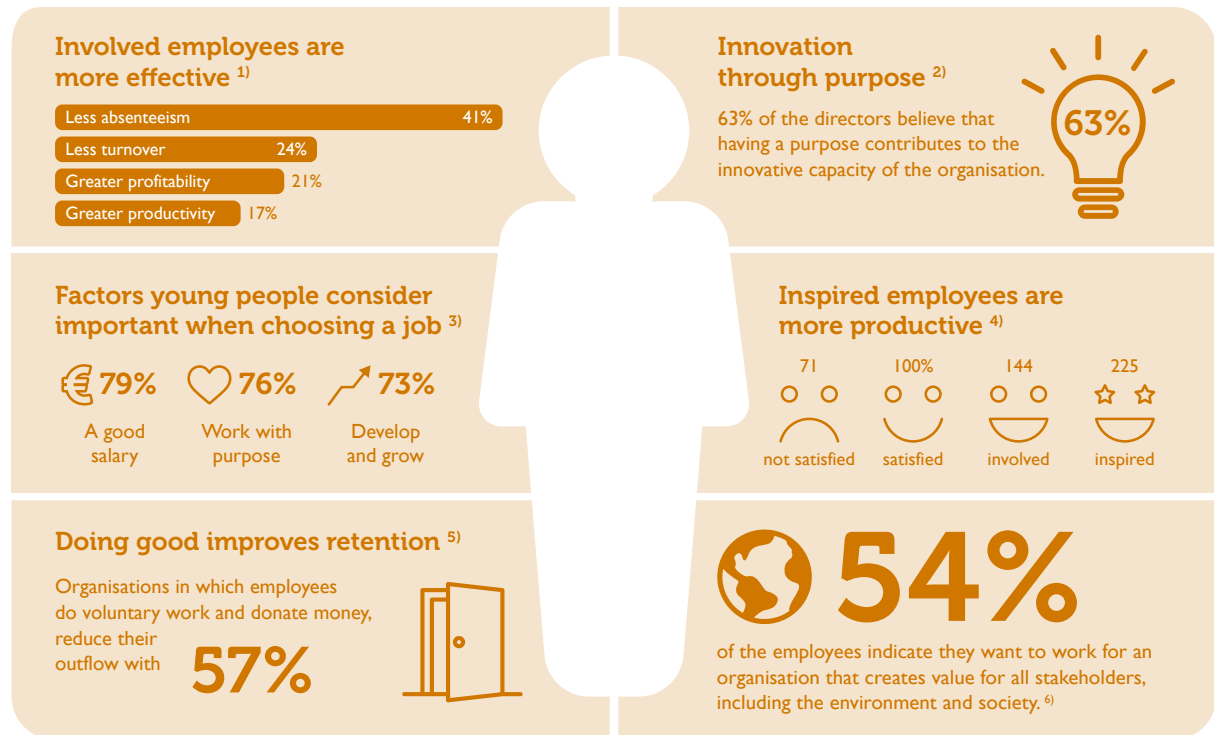
The positive financial effect

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

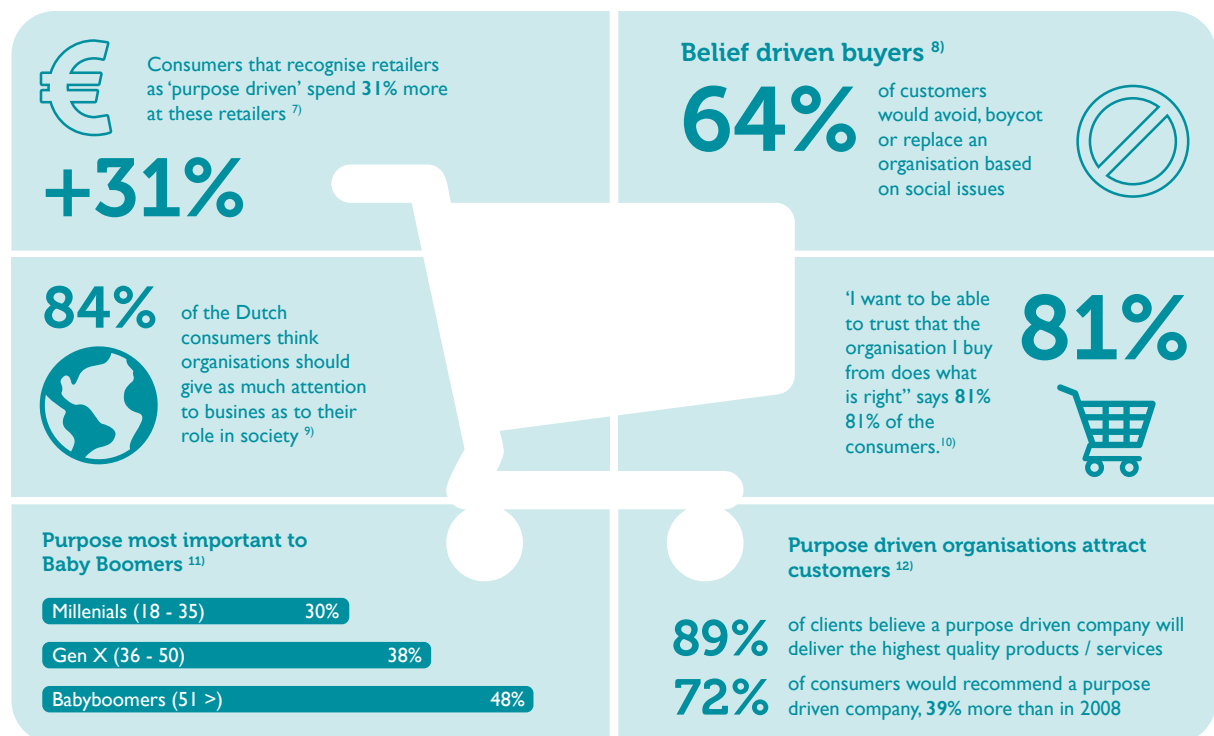
The positive social effect

It is difficult to generalise the social effect. Organisations working on Business for Good focus on specific issues, and many report their impact. We have selected a few of those and share some of their stories on the next pages.

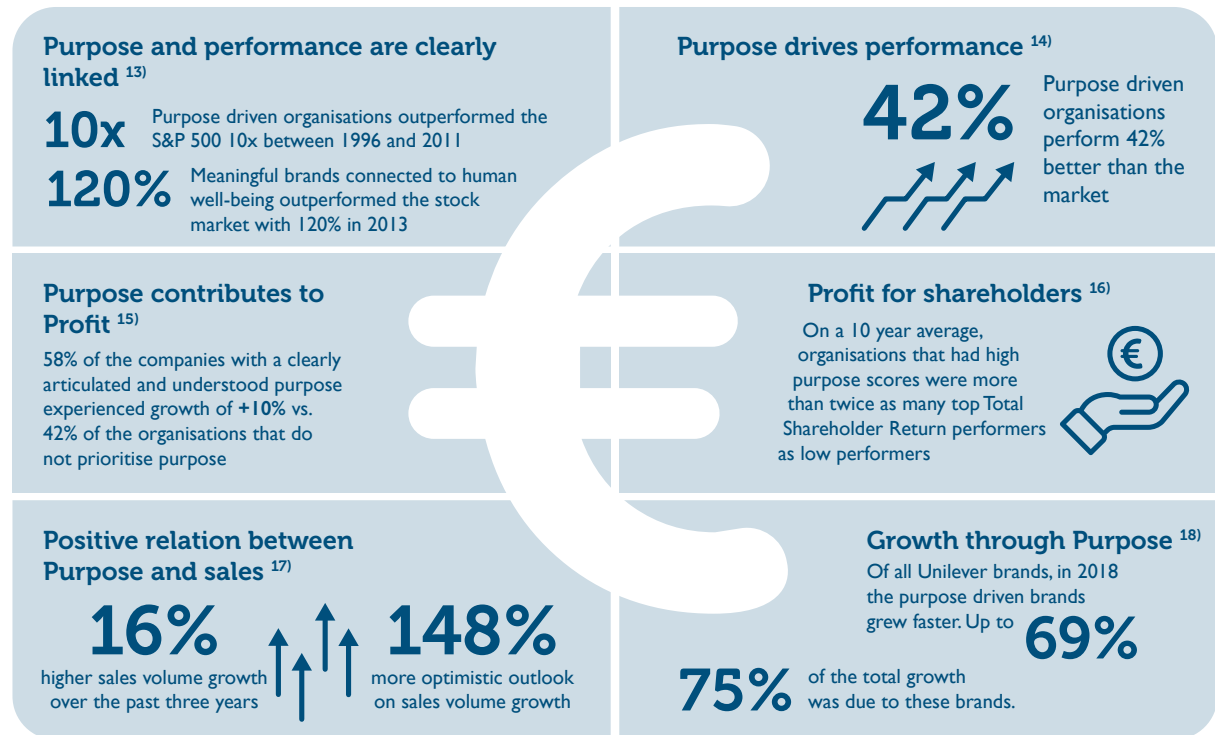
Business for Good for employees



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 Self-Assessment
- 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)



Too Good To Go

21,440,692

Saved meals

=

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

sodastream®

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⁾



69,542,280

Trees planted by Ecosia-users ²¹⁾



GREEN CHOICE

In 2018, Greenchoice delivered

3 billion kWh

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

Model S, X and 3 energie consumption

5.26 TWh

Solar energy generated

13.25 TWh

550,000+

Tesla cars sold

10+ billion

Kilometers driven

4+ million

Kilotons of CO₂ emissions saved ²⁸⁾



TESLA



507,000

Seepjes sold

35

Annual incomes
in Nepal

422,644

Liters synthetic detergent
substituted



1,150

Trees saved
for the harvest ²⁹⁾

**MT beans bought
per coop annually ³¹⁾**

2012-'13



2017-'18



**fairtrade
ORIGINAL**

Impact in the chain
in 2017:

€374,318

Development expenditure

€459,057

Fairtrade bonus

€178,908

License Max Havelaar ³²⁾

patagonia®

Works on more sustainable clothing

70,337

Clothes repaired worldwide

7,834

Kilos of Patagonia products recycled ³⁰⁾



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⁾





The growth of the movement – 3

The future

The movement of Business for Good is continually growing. Besides its fertile circumstances and successful business case, we foresee three large-scale developments that will increase this forward trend even more. First of all, impact organisations grow. Besides that, a whole new sector emerges that focuses on sustainability. Finally, organisations become ecosystems.

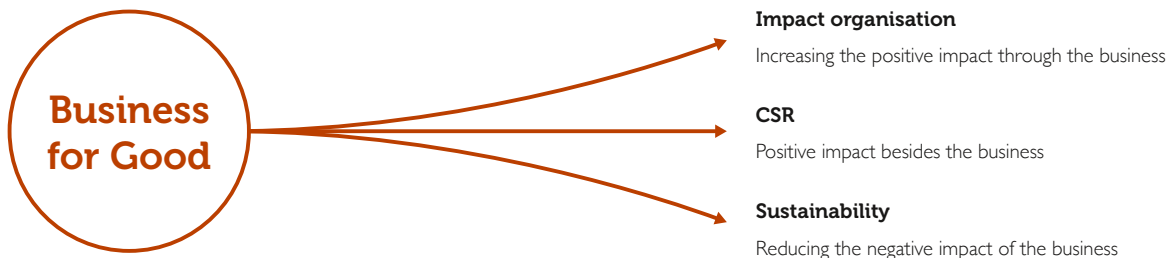
1 The growth of impact organisations

The influence of impact organisations stretches far. That what gets attention will grow. 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 standards of Tony's Chocolonely. Lidl, Nestlé and HEMA are also taking action. In the car industry, the German car manufacturers are now massively putting their stakes on the electrical car. A change they first, passively or actively, tried to stop is becoming more powerful due to their support. With the growth of the impact organisations, the number of employees who are working for these organisations also increases. Their ideas about what organisations are capable of have been changed for good. A sustainable way back to a transaction-focussed organisation often proves to be very difficult for these employees, unless they are given the opportunity to bring these new ideas with them into the company. The latter will occur more often and consequently will change traditional organisations. The movement is growing.

2 The growth of the sustainability sector

Lego is working on the development of CO₂ neutral bricks made out of plants. IKEA is striving to generate as much sustainable energy equal to what they are using globally themselves. In order to achieve this, investments worth three billion euro have been made. Where impact organisations focus on increasing their positive impact of their business, sustainability is about decreasing the negative consequences of businesses. Whatever motivation drives a business, a new professional sector has emerged that concentrates on decreasing the negative impact of organisations. In this sector, there is one single question:

Three flows in Business for Good



what is future proof? These companies work on issues related to energy, CO₂ emissions, circularity, value chains, labour conditions, et cetera. Even though current circumstances of many businesses are far from ideal, there are many employees who are involved in the positive change. This has created this new professional sector where experts think about and work from sustainable principles. This sector in turn influences the organisations it works for.

3 Companies become ecosystems

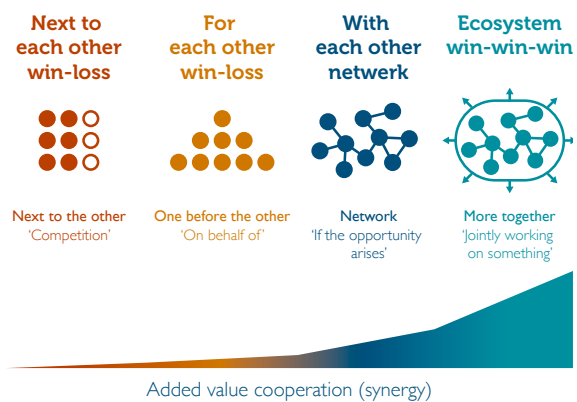
All the contacts we have with organisations express the same point of view. Whether talking to Albert Heijn, bol.com, Friesland Campina, HEINEKEN or the Johan Crujff Arena, everywhere we hear the same remark, which is: we cannot do this alone. Cooperation is imperative for growth. Large issues are at the intersection of organisations. The expertise and size of organisations is necessary 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; can never lead to sustainability. Cooperation is a great medium, but it requires a shared goal. Business opportunities often dissipate and seldom 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 interests started to diverge.

The desire to make social impact provides a sustainable reason to cooperate in the way Farm Brothers cooperates with Tony's Chocolonely. Many connections are made in the community of social enterprise. Because the reasons to connect are not merely financial, these will result in a more structural cooperation.

Sustainable cooperation occurs when any of the three types of organisations in the Business for Good movement share common interests, for example when Unilever took over De Vegetarische Slager. Besides Ben & Jerry's, De Vegetarische Slager is the only social enterprise in the organisation. Unilever and De Vegetarische Slager remain at a certain distance and are able to determine their own course, but they 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 has not been fully incorporated in the lager company but retains its autonomy, and HEINEKEN supports the brewery to create impact.

An ecosystem implodes when advantage is taken at the expense of the other. And it flourishes when it benefits everyone. This is only possible when the focus is not on dividing the current profits, but when it creates value for everyone: win-win-win.

Four levels of cooperation



Ryan Gellert – general manager Patagonia Europe, Middle East and Africa

**'Business is not an asset,
it is a responsibility.'**

Ryan Gellert – Patagonia

Patagonia: impact organisation since 1973

People in the Netherlands know Patagonia mainly as outdoor clothing brand, only some people know it for its ethical production process. It brings the organisation to a modest 38th position among the purpose driven organisations in the Inspiring 40. This essentially indicates that Patagonia is still reasonably unknown in the Netherlands 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 has been an impact organisation from the start. Whether it is a coincidence or not, this company, too, was launched in California. The story begins in 1953 with climber Yvon Chouinard. With a passion for both climbing and for the pureness of the world's remote areas, Chouinard by nature had a keen interest in 'clean climbing': climbing without leaving a trace. This interest drove him to make pitons from hardened 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. Before the end of the sixties, 'active sportswear' did not really exist, and climbers would only possess a couple of grey sweaters and pants. It was in the ways of manufacturing that Chouinard and his colleagues made the difference. For example, they were inspired to create a new kind of outdoor clothing suitable for climbing sports by the clothes of fishermen and marine equipment such as ropes.

Patagonia's mission – to build the best product, to cause no unnecessary harm, to use business to inspire and to 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 a clothes manufacturing company that actively searches for possibilities to minimise the harm of their 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 – they are one of the most remarkable examples. And as advocate and activist for the preservation of nature. As a result of all this, Patagonia is considered to be 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'. This reflected an appreciation for the highest scores on all impact domains.

In the business to save our home planet

A historic 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 organisation 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 much bigger ideas. Minimizing harm, the goal became to use business to improve the planet. 'I realised that we do need 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 a 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 much 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 stabilise 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 their focus and for which they use their 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 occupying the streets and demanding 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 led 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. They also do it because they realise that biodiversity in agriculture is a solution to one of the root causes that has to be addressed in order to save the planet. Regenerative organic agriculture is also 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 challenge 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 surrounding the company, the topics

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

that are relevant to people, can be very different.' Gellert focused on people who 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 result we collectively accomplished is showing that business can do more', Gellert explains when describing 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,

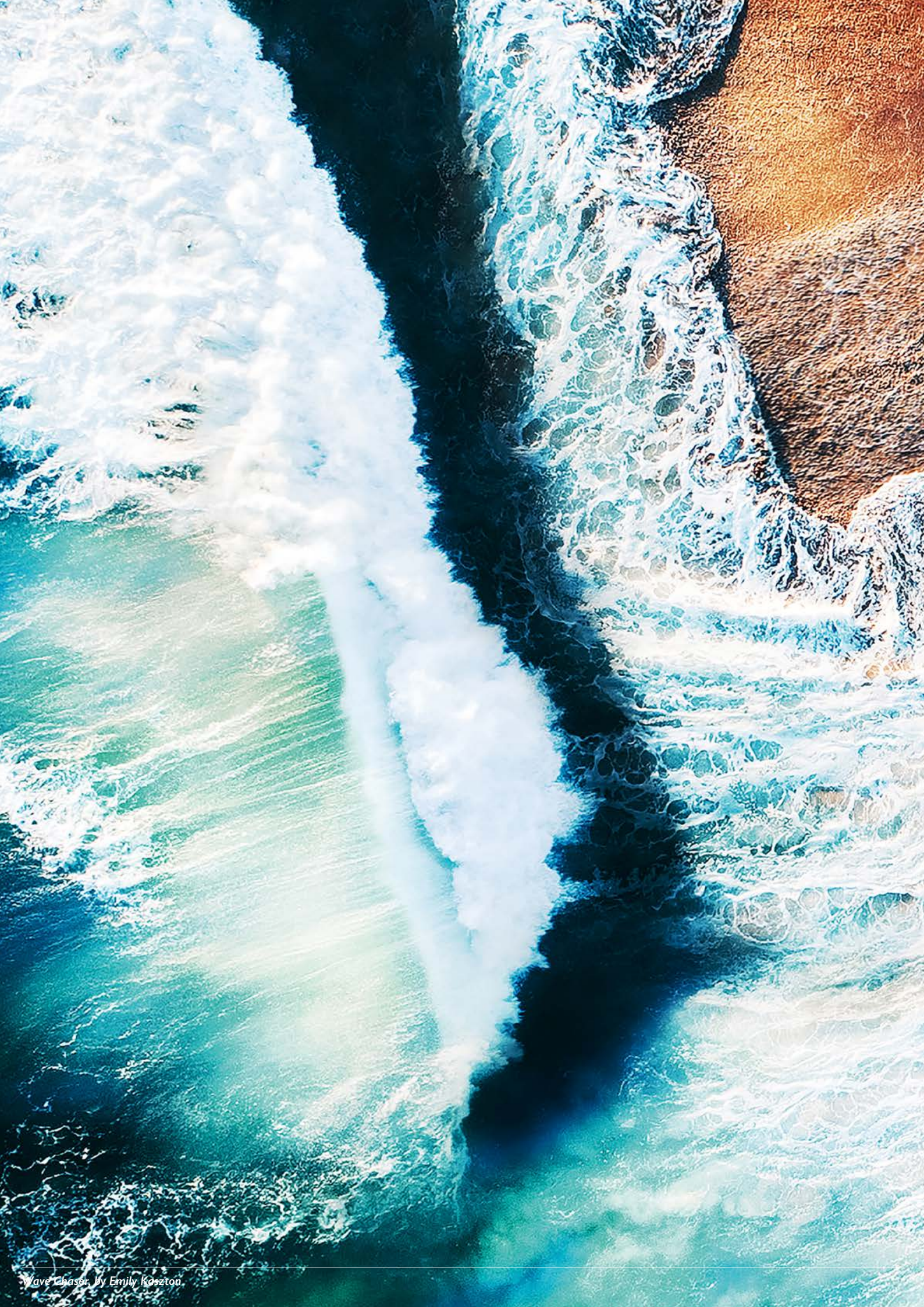
but what are you really committed to? And are you willing to truly work on that, even on hard days? Once you have figured that out, socialise the idea internally. Be bold and help people to understand what it means. Without feeling the necessity to have an answer to everything. And then start moving 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 sectors in life. So business needs to step in; individuals need to step in. And they should do that, not by just changing their individual behavior; 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 in numbers from year to year, Gellert's focus, however, is on impact: 'It is reassuring 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.'



An aerial photograph of a coastline. On the left, a white, foamy wave breaks onto a sandy beach. The ocean is a deep blue, and the beach is a light tan color. In the lower right, a person is seen from above, walking along the beach carrying a surfboard under their arm. The overall scene is captured from a high angle, looking down at the ocean and beach.

Part 3

Join the Movement

How to start and grow



Introduction part 3

Join the movement

'What would actually happen if I didn'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 that led him 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 biscuit factory that provides jobs to people with limited access to the labour market.

Several 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 their personal experience. Others, like Feike Sijbesma, have changed an existing organisation. Henk-Jan Beltman became aware of what matters in life after he suffered a stroke and feels that responsibility. He adjusted his focus on life. There are also leaders in the Business for Good movement that have not had these personal experiences. The founders of Seepje were watching television when they decided to try it differently. Joost Rietveld was considering possibilities to 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 have been absorbed into the movement after they set their first small step and the idea started to expand.

There are countless ways for businesses to start with Business for Good. Some people start with small initiatives, others completely change their course. What all the stories have in common is the key moment a deliberate choice is made to stand for something and to act. Sometimes this would happen after people had already for a while been working on their business, sometimes at the beginning of their enterprise, and sometimes even before the beginning. These choices make them into a leader. They are 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 fully committed to proceed because they see that it is necessary and because it benefits them.

Perhaps you are struggling with the question: I want to start, but how? The stories of the organisations and leaders in part 1 and 2 offer guidance. This third part provides tools and starts with the realisation that there is a lot of potential for average Dutch organisations and their leaders. We have helped lots of organisations and can offer eight steps that are encountered nearly all the time. Finally, we can share some insights about the challenges organisations struggle with.



Join the movement – 1

About the average organisation

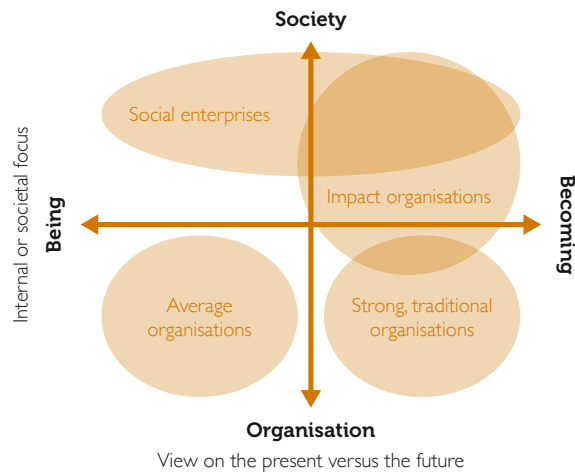
'It was a spear in the chest'... that is how Ray Anders, founder of Interface, describes the moment that he came to full understanding. In 1973 he had started the carpet company, and in 1994 the helm shifted. This was induced by a presentation that he had to prepare. Customers increasingly asked questions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

From that day, the policy of Interface was reversed towards a future in which carpets could be manufactured without using a single drop of oil. The new motto became 'There has to be a way'. Nylon cannot be recycled, or so was the train of thought at that moment in time. It was especially the fact that it seemed impossible to recycle nylon that inspired all employees of the organisation in every function at all facilities into action. This turned out to be successful because in the years to come the energy in the factory in Scherpenzeel became 100 percent renewable, and the use of water was brought down to zero. The nylon became 100 percent recyclable, the raw materials by half, the greenhouse gas emissions in Europe were brought back to 90 percent, the liquid glue disappeared from the product and the business case even appeared to be lucrative.

Anderson worked at Interface in the market until that one key moment in 1994. 'Why not us?' he asked himself. From that moment onwards, he has worked on his market, and consequently on Interface. The same leader, the same organisation, but from a different perspective. A huge difference. The movement is in place, but Business for Good is still far from being commonplace. The average organisation in the Netherlands is considered quite inspiring according to its own employees, but definitely not leading. They believe in the value of organisations, the places that can contribute to a better society, but they also find that in practice this is only achieved to a limited extent. 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 in general find their leaders, their direct managers and executive managers, far from inspiring.

Every organisation can be an impact organisation. Those who succeed in becoming one do not have to be limited to the happy few. There are no sectors in which Business for Good would prove to be impossible. The belief in the power of organisations for creating a world in which we want to live is huge. The urgency to do so is larger than ever. The reasons that many leaders are currently not able to inspire are not genetically determined ... often these leaders

Four types of organisations



are able to fascinate and lead on other fronts. Inspiring leadership in organisations can be learned.

This is why the average organisation stays behind

Employees of companies in the Netherlands think that the organisations where they work are reasonably inspiring. They rate the company they worked in, their 'own organisation', a 7.4. That is a slight increase compared to 2018, when employees rated their own organisation a 7.3. However, imagine that we would give the own organisation a spot in the list of the Inspiring 40, because then the own organisation would be ranked 28th on the list. Last year that would have been 17th on the list. 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 1: too focused on the present

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

Explanation 2: too focused on the own organisation and market

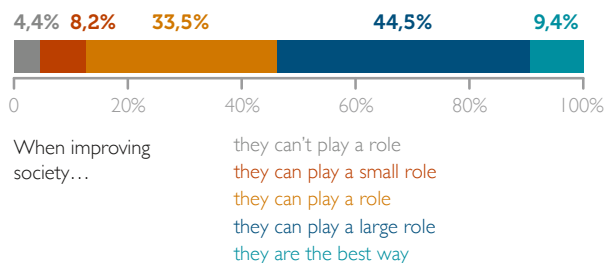
The second reason is that organisations are too focused on their own organisation and market. There is in particular less attention for the larger, societal and ecological themes. Sustainability is, besides being leading, a second characteristic that employees miss in their organisation—for this aspect people give their organisation the lowest score. If we plot this in the model (on the left), then the average organisation will at best move to the right, 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. That organisations are a means, if not the best means, to contribute to a better society is agreed upon by not less than 90 percent of the population.

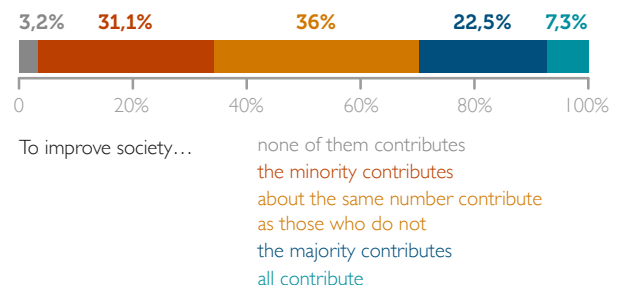
From a societal perspective, there is a huge belief in Business for Good. The insight that brought Ray Anders of Interface in 1994 to change the helm is something that people nowadays perceive as logical. Organisations are the best points of departure to shape society and to shape the world. Doing the right thing though business is not a grand gesture, it is 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



People of Inspiration

The top 10 of 2019



Barack Obama



Nelson Mandela



Martin Luther King



Albert Einstein



Own mother



Own friend



Queen Máxima



Own father



Johan Cruijff



André 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 person – both direct or top level manager – seem to score alarmingly low. Last year the leaders already scored low (both levels 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 top level manager receives a 5.6. The movement cannot exist without leaders, and especially in this respect an undeniable lack can be identified. 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. This shift starts with how the leaders see their organisation. Do you work in an organisation and are you considered to have done well when you are in control and manage to make profit? Or do you work with your employees on a problem outside of your organisation? And are you focused on encouraging your employees to excel? Do you consider your organisation the goal or do you consider it a means for making the world a better place?

Inspiring leadership can be learned

In the list of the 40 most inspiring people in the Netherlands, those ranked in the top 10 are mothers, fathers and friends. Everyone has the capability to inspire others. Obama, Mandela, King and Einstein are elected to be the most inspiring. In the top 10 of Dutch inspirators, Queen Maxima, Johan Cruijff and André Kuipers are at the top of the ranking. 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, but the message remains the same: We Can. Their stories show that there are always opportunities for anyone to be free, to grow and to bring about change. They have a vision which they bring across in an imaginative way, they care about others, are trustworthy, show enormous perseverance, are creative and have gained knowledge and understanding. These are often characteristics that require training, but they can definitely be learned.

The characteristics are useful for organisational leaders. That this group of leaders are hardly mentioned in the list (except for Steve Jobs as far down as the 19th place) can be explained because precisely these characteristics were hardly considered essential in business. But for Business for Good, they are 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 definitely be 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 the KPIs on which you are aiming on.

Vision 19%

Share your vision and tell about it descriptively. 'One day...', 'producing without a single drop of oil'... take people along 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 have or have not. A positive attitude is something you can choose for and learn. Optimists are not naïve, they are 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 good communicators. Wisdom can be learned and relates to content but maybe even more it relates to attitude. Creativity is a characteristic that is at odds with management theories that focus 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: by 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 is character building, which has great potential for training. Being yourself, reliability, balance and perseverance for example, are characteristics of an inspiring leader that can be trained.

Pascal Gilet and Sabine Kam



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 is an excellent example for how you can 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 provides valuable insights for everyone who are thinking of involving 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. Representing much more than only beer, HEINEKEN is 'in the business of bringing people together'. That business is about sense of belonging, excitement, 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 1, Champions League but also at more intimate gatherings. At home and in the hospitality industry, HEINEKEN stands for the pleasure of a connected Holland.

And yet, something did not feel right for the people of HEINEKEN Nederland. Is that all there is? Many organisations were working on their purpose. What was the purpose of HEINEKEN? Corporate Social Responsibility has always been an important key element within HEINEKEN. For example, by their plea for responsible intake of alcohol, no alcohol when driving and the Green Circles that tries to make the environment surrounding the brewery in Zoeterwoude as sustainable as possible. It was a lot and all 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 response to this change had not yet been found by the organisation. Gilet recognised the necessity to develop with the organisation a response and to create movement.

The first action of the Frenchman was to personally invest 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 delivered 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 can be very beneficial, but it can also have a crippling effect.

He extended his view to beyond the company. He was curious about what their customers were concerned with and, subsequently, asked 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. It delivered a host of new products of which Radler and HEINEKEN 0.0 were the most appealing. The organisation started to move and continued to grow.

The quest for the purpose

By looking beyond, HEINEKEN also caught a glimpse of a different Holland, a country less festive. When you are connected to the Netherlands, can you pretend it is not there? At the start of 2019, the 'Sociaal Cultureel Planbureau' published a research stating that the Dutch feel that differences in opinion had become larger between groups in the Netherlands. One sees increasing tensions and conflicts between the rich and poor, the employed and unemployed, the immigrants and native residents and the higher and lower educated. This sentiment had also been felt within HEINEKEN in the beginning of 2018, and thus the question arose as to what to do about this.

The search for purpose had started: what is our social role? A diverse group of young people in the organisation was created, the Future Makers. Together with the management team they started to look at what was going on in the Netherlands. They identified what people are proud of and what they like. But also what they are dissatisfied with 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 affected 'the business'? And extremely important, what fit with the rich DNA?

To gain insight in the matters, it was necessary to know, to see and to feel. The group decided to literally go on a journey. They travelled through the Netherlands for two days. They spoke to social media addicts and homeless people. The team visited neighbourhoods where young people struggle with their future

opportunities. They listened to the Plastic Soup Foundation on a garbage belt. The Future Makers reflected on the conversations they would in the future have with their children.

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 short conversations they had about future ambitions and dreams. It was like everyone was looking in a mirror. The differences disappeared, and suddenly they could identify themselves 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 it being your own merit, it can make an enormous difference if both your parents studied. If you never had to worry about money, you never had to help your parents financially. If you wonder whether you would have a meal that day. Situations none can influence themselves but are nevertheless defining factors for someone's start in life and subsequent 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 about it. 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 do not want to. Worlds separated by distances, unequal opportunities or bias. The connection of HEINEKEN with the Netherlands made it impossible to look away from this. This all triggered the ambition to work on an inclusive Holland in a way the group had experienced themselves, which was by connecting through uncommon encounters.

In all the conversations it also became clear what HEINEKEN wants to commit to: to break through bias and create equal opportunities. The purpose does not stand alone; it strengthens

the business. HEINEKEN addresses issues that their customers experience daily. It builds upon the power of connecting which is so natural for the organisation and builds on the many relationships the organisation has developed since their launch in the Netherlands.

The first steps in something new

The next phase was to discover how to shape this new purpose. That does not merely involve a project but entails a whole process. A process that is still constantly developing. One of the first actions was the appointment of Sabine Kam as purpose acceleration manager. This was not to delegate the purpose but to have an accelerator. Without someone to support and accelerate the first projects, nothing will happen. One of the most difficult obstacles to overcome is the high demand for perfection, a fixed habit within the culture of HEINEKEN. They are 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 to learn how to do that. 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 within the company culture of HEINEKEN. Internally, they have always focused on nurturing the top talents within HEINEKEN. The attention now shifted towards using the talents of all employees. Focus on who people are able to become and not on who they currently are. It creates space for diversity and innovation. Gilet personally stands for this. It forms the basics of all the other steps that will follow. According to him, this journey is the merit of all the HEINEKEN employees who supported this, from the MT members to the Future Makers. From the people that came up with the idea to the people that brought the idea further. For continuing this journey, all HEINEKEN employees and partners are needed.

The Future Makers had already developed the first plans. Kam linked these projects together, helped them to start up and continued to keep the attention focused on the central issue. The temporary role of a missionary was sometimes lonely and ungrateful until the first projects started and the results came back. The first steps were deliberately structured. The goal was to gain experience and to learn how to do good. One thousand entrance tickets were given away to new comers in the Netherlands for



festivals 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. In the new office in Leiden the idea emerged to create apprenticeships in the own Crew Pub (a pub brewery and cafe) for people who had limited access to the labour market. HEINEKEN takes care of the education, and via the HEINEKEN network the perspective for a fixed job is offered. Purpose and business come together here: enrich people and at the same time anticipate on the shortage of staff in the hospitality industry.

Together with customers like RAI, Albron, Sligro and the Johan Cruyff Arena, co-creation workshops are organised. It is here where people talk about issues the organisations signal and how to jointly address these. New ideas are formed for crew pubs and for organizing encounters between people searching for a job and employers. HEINEKEN organised for customers a round table discussion about sustainable business practices in the hospitality industry. This led to the development of a tool that supports

customers in the hospitality industry for making their own business more sustainable and for decreasing CO₂ emissions.

These are only the first steps, and they certainly do not yet provide specific solutions to the issues that current in the Netherlands. Learning how to define what the purpose is for a company 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 as a separate entity but fully absorbed in the way HEINEKEN works with customers and suppliers. It brings it up to scale. It costs time. But, as many customers say: 'When HEINEKEN takes up a challenge, so much is possible'. It is positive in 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 encouraging experiences. What remains is time. Time to learn to do the right thing extremely well. And it that necessary time that this typical Dutch family-owned company is willing to invest.



Join the movement – 2

How to start... (and grow)

Martin Luther King once declared that the question should not 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 is possible to make a difference when one is locked up, to what further extent would this then be 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 is 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 will find a better perspective. Translate irritation to aspiration: an ideal of what it also could 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 the organisations that we have counseled, we follow the eight steps in the process towards Business for Good and creating an impact organisation. We can do this anywhere. Whether you are 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 to bring about endless possibilities.



8 steps towards Business for Good

#1
Discover
whether you
want it

Business for Good starts with an honest question you ask yourself

Characteristic for all leaders that want to work on something is that there was a certain moment during which they decided that they wanted to advocate for something. For some it is a certain event that helped make that decision; others know it from themselves or grow into it.

The essence comes down to one question: who do you want to be?

Beneath this, lie countless other questions, like 'Which world do you want to leave to your children?' 'What are the most pressing themes that wonder through your thoughts when you are driving your car back home?'

Business for Good starts, or ends, for everyone according to their answer.

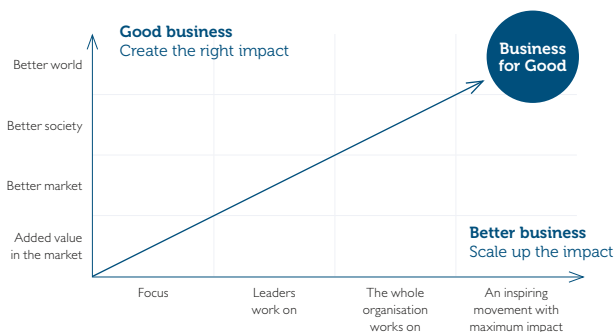
#2 Find your inspiration

And determine where you stand

If you want to begin with Business for Good, ask yourself the question what you want to work on. Where and what that is can be different for everybody and can develop over time. It can emerge from dissatisfaction with regard to large themes, such as injustice, inequality or disease. Or it can emerge from inspiration, triggered by an idea for the world around you. A fair supply chain, not seeing customers of homecare as patients but as humans, regenerative agriculture, ...

Determine where you stand: the BfG-quadrant

When you start, it is helpful to determine where you are now. This past year we have developed the BfG-quadrant. It makes principles and ambitions clear, both in creating more impact and creating the right impact. That helps enormously in understanding the envisaged success. That clarity is required to understand each other, to determine the next steps and to progress.



#3 Create a good team

Surround yourself with good company

Business for Good changes the roots, the whole system of your organisation. As an individual, even if you are an entrepreneur, CEO or director, you will not be able to change that by yourself. Systems are stronger than an individual. However, groups form systems. So, begin this journey with others. It starts by finding like-minded people that want to contribute to your ambition. Find allies and form a team. In short: surround yourself with good company. And be good company yourself.

Board Meeting, by Anil Kaszton



#4 Create absolute focus

On the end goal of your organisation

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

The economic situation, actions of competitors, issues 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, democratizing comfortable living for everybody, or making 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 and 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 along the way what works. 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 break down your end goal to manageable action steps? How do you divide these steps? 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 building 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 are 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 will 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 effects of Business for Good, but they can also support it. It is a matter of choosing the right KPIs. The case for Business for Good on pages 60 to 65 bring the different perspectives together. You will also find a relatively new phenomenon: to unequivocally report the achieved 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 with the conventional, finance-focused annual reports. Hundred percent of the cocoa beans in their chocolate are traceable back to the partner cooperations, and 5.021 cacao farmers are connected. Additionally, Tony's reports what they have not managed to do (yet), for example why Tony's cannot claim that they are '100 percent slave free'.

Obeya-board

The Obeya-board is an effective way to bring cohesion between your end goal, your projects, processes and activities, and your results. Literally on one physical board. Interested? We would love to show it to you in the Werkspookkathedraal.



#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 at the point where the common progress is more important than winning at the expense of others. B Corp is a great example of this, but we also see this with Danone and the World for Sustainable Development of which DSM and Unilever are part, 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 will get further.

Washing Machine, by Emily Kaszton

Bob Scherrenberg – owner Overvecht Vastgoed

Business for Good can be
done anywhere

Ovation to the underdogs

Bob Scherrenberg is an unremarkable, remarkable entrepreneur. In 2018, he received the Nelson Award, which is awarded to people who make a positive difference to society. With his real estate development company, he wants to make the city 'more beautiful'. Not only in the here and now, but preferably for the 100 years to come. That is why he makes unconventional choices. He invests in buildings and areas in places traditional developers are less interested in, and he looks for a balance between buildings and environment in everything he does. For example, he offers people who have limited access to the labour market to work in one of his most unique projects: the Werkspookkathedraal in Utrecht.



'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 Werkspookkathedraal won the Rietveldprijs in 2017. Since 2015, Synergie has been 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 heard in the city. Especially on topics such as liveability and balanced development of the municipality. 'A lot of attention goes towards the areas surrounding the 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 this neighbourhood nowadays gets more attention. 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 has 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 heart comes from my father. He started with nothing and managed to make a very successful formula out of 'Tuincentrum Overvecht'. He taught me several crucial lessons. Maybe the most important one was that (financial) success can disappear without warning. That you always need to be a conscious entrepreneur. Additionally, he taught me that he made his money both by selling the little flowerpot for a tiny apartment on the 10th floor and a luxurious garden set for a villa. As a businessman you can be truly of value for everyone.'

'I love the underdog neighbourhoods. There is – in connection with the people – so much to gain.'

Bob Scherrenberg

'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 specialists. My own talent is bringing people together. Working from the idea and our ambition, I provide people the mandate and freedom to book results. Results that are less dependent on my talents and less influenced by my shortcomings. In that way, I can keep my mind free and make space for new ideas. My added value is in connecting people. With a development ambition and with each other.'

'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. If you make too many plans, they become 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 Werkspook factory (besides the Werkspookkathedraal) we chose for a beautiful restoration of the front 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 remain 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 have 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. Focusing on the environment and the building you see in front of you is crucial, but the path towards it creates itself during the development process.'



Join the movement – 3

Now what... (between business & good)

'When I was still a student, one of my professors taught 'history of economic thinking'. Not as an 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 Sedláček (Czech economist).

We grew up with views about organisations based on paintings. Business for Good operates by 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 conducts many conversations about his company. He says that '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 a 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 Crujff expressed it magnificently: 'You will only see it, if you understand it.'

You can start with Business for Good without immediately becoming an impact organisation. ABN AMRO and ING show that it is even possible in finance-driven environments. Karin Kersten's case shows that it is possible anywhere, even on department level. Just by getting started. That does not mean that you will not 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 at 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 where this is not the case yet, time is needed to discover this. Providing '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 have gained in supporting SeaQurrent show clearly that impact organisations are being pulled into another world: those of traditional investors with collateralization and liability clauses. This can be an energy drain within social entrepreneurship. We do not have any definitive advice for this, other than to carefully safeguard your ideals and principles. If you lose those at the start, you will not find them back. At the same time, we realise that there is a need for pragmatism.

Fair distribution

In March 2018, there was a lot of commotion because of the compensation that Tesla had paid Elon Musk. To persuade the CEO to stay another ten years, 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 the world of Business for Good. That world has difficulty with such outrageous rewards distributed only to people at the top.

It is reminiscent of ancient Egypt, where the workers built pyramids for the pharaohs. The pyramid's success would reflect upon everybody. That might have been the case then, but we now have difficulty avoiding the impression that the average slave or worker may have had mixed feelings about this while sitting in his hut at night. And rightly so. This past March, the 'Sociaal Cultureel Planbureau' observed that the Dutch differences of opinion on social themes has increased. The biggest contrast that the Dutch see is between poor and rich. Closely behind is the contrast between highly educated people and less educated people.

Working on something that is good for everyone should also benefit everyone. At the same time, we also realise that everyone's contribution needs to be recognised, acknowledged and justified. Be transparent and make sure that you can explain the situation is the best advice we can offer on this matter. When is it okay? If you can invite people to a table, talk about it, explain it, and make sure that everyone walks away feeling well, Then you have done a good job.

The balance between 'being' and 'becoming'

Business for Good is not an activity but a pursuit. Ideally, positive impact can always become bigger; negative impact always smaller. That invites people to continuously search and strive for what can be done different, better. The most inspiring leaders that we have met always admitted that they are slightly paranoid. There is always room for improvement. At the same time, we are 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 will be able to make the most out of the full potential of your organisation and yourself.

Business for Good is a lasting theme for organisations. Whether you do or do not want to do something with it, purpose stays. Because there is nothing else that moves people as much as having a purpose, and purpose is what moves organisations.



An aerial photograph of a beach scene. The top half shows the ocean with several surfers riding waves. The middle section is a wide, sandy beach. The bottom half shows the ocean with white, foamy waves breaking. The overall color palette is dominated by various shades of green and teal, with white foam and sand.

**Business for Good starts
with an honest question to yourself:
Who do you want to be?**



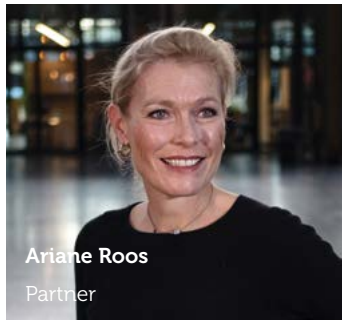
The Inspiring 40-award

The Inspiring 40-award is the annual trophy for the most inspiring organisation of the Netherlands. This year, the award goes to Too Good To Go for the first time ever. Previous winners are IKEA (2013, 2014, 2017 and 2018), Tony's Chocolonely (2015 and 2016), de Efteling (2011) and Apple (2012).

Personal epilogue

Jelmer van der Meulen
Partner

Rutger Bregman wrote 'Most people are good', a fantastic book of which I fully recognise the moral. Most people want to do good. This isn't any different in organisations. Organisations make the impact huge. Business for Good and especially impact organisations are the proof. We are with many. And can do so much more.



Ariane Roos
Partner

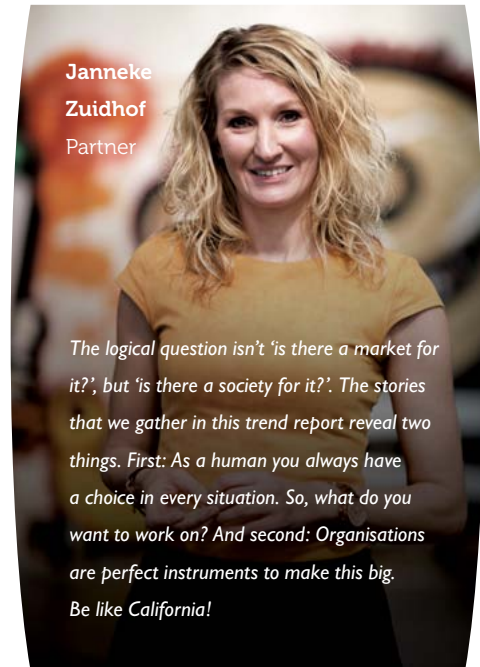
The Inspiring 40 2019 shows that you can make Business for Good big. That you can inspire anyone to do what's right and to do this exceptionally well. Customers and employees will help you to make it big. It's not purpose OR profit, but purpose AND profit. This is something I enjoy working on.

Peter van Steensel
Partner



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?

Janneke Zuidhof
Partner



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. Be like California!

Joris van Zoelen
Partner



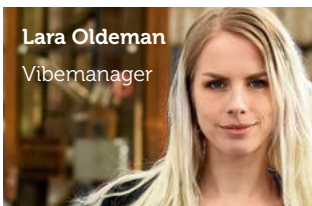
For me, there is one thing rock solid: doing good feels good. Everyone, director, manager, employee, wants to do good. That inspires and motivates. The sum of all this is good for the world. Choose themes that are close by. You don't have to solve all the problems by yourself. Do what feels good. Good news: it pays off.

Alexander Swagers
Millennial



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.

Lara Oldeman
Vibemanager



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!



Nanne van der Leer
Storyteller

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?

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 Sedláček (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 clarifies 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 would gladly explain. Also the legal inconvenience if you are curious. For more information, visit: bcorporation.eu



Do you want to help us?

It is 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 Businessfor 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 would love to come in contact. If you are convinced that someone's story or an organisation's story should be included in next year's Business for Good (the 10th edition in 2020), then we would really like to hear from you.

Lara would be happy to help arrange a Coffee for Good conversation:

+31 (0)30 – 275 90 30 | lara@synergie.nl | www.synergie.nl

CO₂-compensated print version

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

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 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 have worked on creating more impact for good include, amongst others, HEINEKEN, Vrumona, Tony's Chocolonely, VELUX and Strukton.



PURPOSE
& VISION



LEADERSHIP
& ORGANISATION

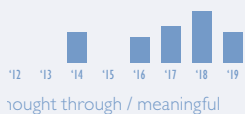
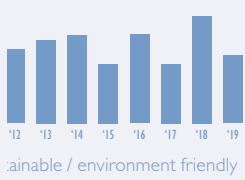
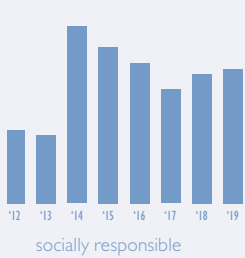
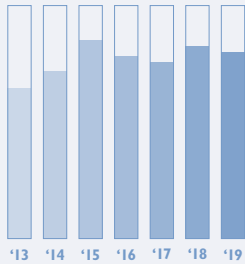


MARKET STRATEGY
& IMPACT

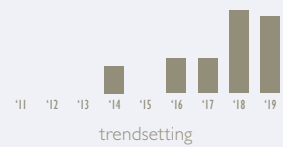
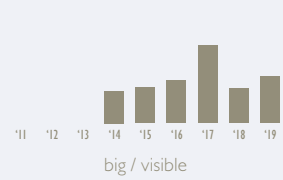
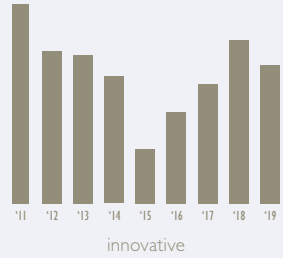
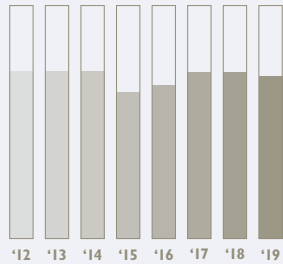
The four pillars of inspiring organisations and the contribution of each pillar in the total score in 2019



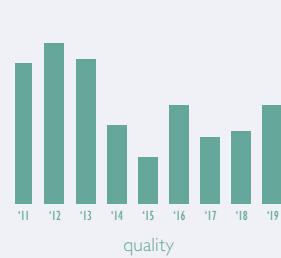
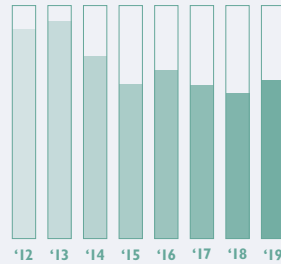
Authentic vision Societal role



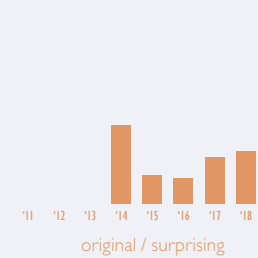
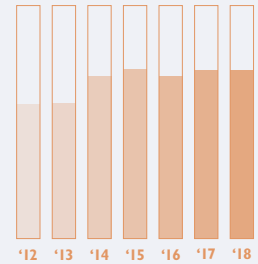
Innovative organisation



Reliable and relevant products



Stimulating and constructive relations



* In 2019, a new method was used to calculate the inspiration score. This method allows for mapping the developments over time. In a few cases, this affected the position of an organisation in the ranking of the 40 most inspiring organisations. However, this will have never been more than one position shift. In this edition, all developments in position have been based on the new method. As a result, current positions might slightly 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 ensures 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 is growing. The most research focus on the already known names. We wanted to understand who is going to become known. That is what the Inspiring 40 does. Both the research into inspiring people and organisations consist of two-tier research. The first one is an explorative research, while the second consists of a quantitative rating that results in a score and, thus, in a ranking.

Phase 1: explorative research

The explorative research is meant to reveal the characteristics of people and organisations that inspire. According to these insights, we changed 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 at 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 have these features. New names are included in the second phase of the research, which had an effect on the ranking. That is 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 have 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 by general questions (an inspirational score between 1 and 10).

To prevent 'questionnaire fatigue', each 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 inspiring people	Features of people that inspire and a raw list N = 315 Inhabitants of big cities Spring of 2019	Rating of 60 people on 12 characteristics, each respondent rates 3 people that he or she knows N = 2.022 (N = at least 90 per rated person in the list) Nationally representative Summer of 2019
40 most inspiring organisations	Features of organisations that inspire and a raw list N = 317 Inhabitants of big cities Spring of 2019	Rating of 87 organisations on 10 characteristics, each respondent rates 4 organisations that he or she knows N = 2.688 (N = at least 105 per organisation) Nationally representative Summer of 2019



Emily Kaszton

How The Drone Angel gave the camera wings

Anyone that has driven down Highway 1 or the 17-Mile Drive knows the stunning view of the Californian coast. A place that inspires towards 'it is possible!' It was home to Jack O'Neill who, while inspired to enjoy nature to a greater extent, created the first wetsuit. It is where Boyan Slat of The Ocean Cleanup first succeeded in collecting plastic from the Garbage Patch in October this year. It is also the source of inspiration to photographer and videographer Emily Kaszton. As the drone angel, she takes the sky to see where land and ocean meet. Her drone images enrich this year's publication.

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 was opened to her. 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 is 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 teach others the craft of droning photography and videography and making it more accessible. She is 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 is not 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 organisations 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.'

