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BUSINESS FIGHTS POVERTY MAGAZINE

ISSUE 2

PURPOSEFUL COLLABORATION



BUSINESS FIGHTS POVERTY

NYC 2019

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Contributors

Alice Allan, Challenge Director, Business Fights Poverty

Amanda West, Principal, Mercy Corps

Anna Johnson, Editor - Online, Business Fights Poverty

David Grayson, Circle of Advisors, Business Fights Poverty, Emeritus Professor of Corporate Responsibility, and Chair, Institute of Business Ethics

Emma Darroch, Partnership Executive, WWF UK

Gib Bulloch, Intrapreneur in Residence, Business Fights Poverty

Hester le Roux, Senior Economic Policy and Advocacy, CARE International UK

Hetal Petal, Head of Venture Growth, Mercy Corps

Jane Pillinger, Expert in gender-based violence, London School of Economics and Department for Social Policy and Criminology, Open University UK

Monique Ntumngia, Founder, Green Girls Organisation and CEO, Monafrik Energy

Rachel Wilshaw, Ethical Trade Manager, Oxfam

Sue Garrard, Circle of Advisors, Business Fights Poverty, Sustainability Strategy Advisor, Sue Garrard Consulting Ltd

Tom Harrison, Technical Director, Business Innovation Facility

Vittorio Cerulli, Challenge Director, Business Fights Poverty

Zahid Torres-Rahman, Co-Founder and CEO, Business Fights Poverty

Editor: Anna Johnson

Design: Michael Salmon



Editor's Note

WELCOME TO THE BUSINESS FIGHTS POVERTY MAGAZINE ISSUE 2 ON PURPOSEFUL COLLABORATION

WHAT IS PURPOSEFUL COLLABORATION, AND WHY IS IT IMPORTANT?

In his opening plenary at our SKOLL World Forum Ecosystem event, co-hosted with Acumen¹, Business Fights Poverty Co-Founder, Zahid Torres-Rahman, said this:

"In the world we find ourselves in today, we must think more deeply about why, with whom, and to what end we are collaborating. And to do this, we must collaborate with a renewed sense of urgency, to bring about the world we want to see."

¹ With Acumen, we have found a kindred spirit. A commitment to exploring new opportunities for unusual partnerships to fight poverty - between pioneering global corporations, innovative social enterprises, trail-blazing NGOs, passionate experts and bold intermediaries.

What I have come to learn about purposeful collaboration is that, while it can come in all shapes and sizes, the most impactful relationships are built on a number of common denominators. Inspired to deepen my own understanding of what collaboration can achieve, since the last issue I've interviewed leaders who are guided by a recognition of the transformative capacity partnerships can bring to business. From Ben & Jerry's and The Entrepreneurial Refugee

Network's [Ice Academy](#)² - an initiative that is looking to train over 80 refugee entrepreneurs this year; to the Burberry and Oxfam collaboration which focuses on [improving workers' rights](#)³, and aims to reach over [500,000 in the next 5 years](#)⁴.

- ² Johnson, A. (2019). How Can We Optimise Business Impact to Solve Complex Challenges? 5 Insights from the Ice Academy. Retrieved from <https://snipbfp.org/I2TPAJ2>
- ³ Johnson, A. (2019). How is Cross-Sector Collaboration Driving Transformative Social Impact in the Luxury Industry? Retrieved from <https://snipbfp.org/I2TPAJ4>
- ⁴ Wilshaw, R. (November 18th, 2018). Moving Beyond Audit to Impact. Retrieved from <https://snipbfp.org/I2OxRW>

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“we must think more deeply about why, with whom, and to what end we are collaborating. And to do this, we must collaborate with a renewed sense of urgency, to bring about the world we want to see.”

Zahid Torres-Rahman,
Co-Founder and CEO,
Business Fights Poverty

At the time of writing WWF and Business Fights Poverty are also exploring an exciting purposeful collaboration around WWF’s ‘Nature Pays’ Hub; recently launched to accelerate market access for community enterprises to promote livelihoods and landscape conservation.

As a business-led, global collaboration network of over 20,000 professionals, Business Fights Poverty brings together people who are not content with a traditional transactional model of partnership. The premise of what we do is to convene those who are motivated towards sharing new transformational ways of working together, around an *ambitious shared purpose* in a way that drives *mutual value*. We support members in adopting processes that are based on genuine *co-creation* and taking an authentic approach to the way they *communicate both internally and externally*.

Given what we know of the transformative capabilities of business, this issue is dedicated to Business Fights Poverty Oxford 2019 and the current Challenges we are working on. Contributions have been designed with the intention to stimulate discussion and encourage your participation in a shared vision to drive positive social impact, globally.

Zahid Torres-Rahman and Vittorio Cerulli respond to our event theme

and [Challenge](#)⁵ that has been launched together with GSK, Unilever and Visa – addressing that all-important question around how business can embed purpose authentically – priming readers with a framework for meaningful action (pg. 6). Next, a co-authored piece, inspired by the [Challenge](#)⁶ with CARE International, Anglo American and the International Finance Corporation and forthcoming Women’s Equality Zone at Oxford, explores the role of business in tackling gender-based violence. Hester Le Roux and Dr Jane Pillinger highlight [recent developments](#)⁷ from the International Labour Organisation on ending harassment and violence in the workplace, whilst signaling to businesses what the steps towards reaching gender equality can look like (pg. 20). Also navigating the gender parity conversation ahead of the Oxford event, Alice Allan explains how to bring men into solutions for realising gender equality – a vital step required to meet the objectives set out in [Sustainable Development Goal 5](#)⁸ (pg. 23).

5 Business Fights Poverty (2019) How can we embed purpose authentically into business? Retrieved from <https://snipbfp.org/I2CP154>

6 Business Fights Poverty (2019) What role can business play in tackling gender based violence? Retrieved from <https://snipbfp.org/I2CP153>

7 Allan, A. and Le Roux, H. (2019) Business Urge for a Robust New Global Law to End Violence and Harassment at Work. Retrieved from: <https://snipbfp.org/ILO1>

8 UN Sustainable Development Goals Knowledge Platform (n.d.) Sustainable Development Goal 5: Achieve gender equality and empower all women and girls. Retrieved from: <https://sustainabledevelopment.un.org/sdg5>

The contributions in this issue have been produced in order to deepen the discussion across some of the most pressing social challenges we face. Just as importantly, they serve as a means to get involved in the work we do at Business Fights Poverty, providing a safe space to share and connect. This Magazine is just one touch-point in what is an on-going conversation, with people who share your passion, face similar challenges, who need your help, and who can help you on your own journey.

I would love to pick up the phone to more people who have insights to share, networks to connect, and who want to communicate with our business-led community. To explore these possibilities, please contact me directly at anna@businessfightspoverty.org.

Anna Johnson, Editor - Online,
Business Fights Poverty

FIVE PILLARS

FOR EMBEDDING PURPOSE

AUTHENTICALLY INTO BUSINESS

THERE IS MUCH TALK ABOUT PURPOSE, SUSTAINABILITY AND BUSINESS AS “A FORCE FOR GOOD”, BUT IS IT FOR REAL OR JUST RHETORIC? THE COMMON GROUND BETWEEN THOSE WHO BELIEVE IN THE IMPACT OF PURPOSEFUL BUSINESS AND THOSE WHO QUESTION IT IS A DESIRE FOR AUTHENTIC ACTION; THE RECOGNITION THAT WE NEED TO MOVE BEYOND WORDS AND INTO IMPACT, BEYOND THE RHETORIC OF PURPOSE TOWARDS EMBEDDING IT MEANINGFULLY AND CONSISTENTLY ACROSS BUSINESS.

In partnership with GSK, Unilever and Visa, we are convening a conversation over the next few months about how we can embed purpose authentically into business, as part of a new [Business Fights Poverty Challenge on Purpose](#)¹. We are looking to gather together the latest thinking, along with practical examples of what has worked and what hasn't. We invite you to share your ideas and perspectives.

At the centre of the Challenge sits our flagship event, [Business Fights Poverty Oxford 2019](#)² on 11 July at Said Business School, University of Oxford. Around 300 professionals, practitioners and experts will be coming together for an honest discussion about how purpose can be embedded into business, exploring where progress is being made and where efforts are falling short. A great deal of thinking and action is already underway, and many of those at the frontier of this work will be sharing their experience and advice at the event.

From our own experience and based on initial research, there appear to be at least five pillars for embedding purpose.

From our own experience and based on initial research, there appear to be at least five pillars for embedding purpose.


1. DEFINE

The starting point is to identify a powerful purpose that is built on the company values and beliefs, and that is connected deeply to its core business. At the same time, this purpose must be relevant: addressing a societal tension that is meaningful to the company's consumers, employees and other stakeholders. The most advanced companies have used an internal and external conversation about their purpose to drive better innovation, and a deeper understanding of how they can amplify their positive impact

through their core products, services, business models and technologies while also mitigating negative impacts. When purpose is embedded across the business, rather than being confined to a sustainability team, it can drive [long-term business value](#)³ and is less at risk of being dropped in the face of an economic downturn.

2. DO

Purpose should not be limited to words or a glossy brochure but must be reflected in action and a clear understanding of how a company is going to deliver this comprehensively and consistently across all aspects of the business (recognising that all companies are on a journey). A great deal of thinking has gone into the implementation of purpose at the centre of business strategy and across all elements of the value chain. While this might include social impact programmes, it must go further. This typically involves the optimisation/redesign of company structure, processes and company assets to embed purpose at the core.



When purpose is embedded across the business, rather than being confined to a sustainability team, it can drive long-term business value³ and is less at risk of being dropped in the face of an economic downturn.

This might include for example:

- The types of people employed by the company;
- The incentive structures that drive behaviour;
- The procurement policies in place;
- Adhering to responsible and ethical business standards and principles;
- Reviewing their product and service mix (divesting from those that don't align with their purpose and investing in those that do);
- And the impact metrics that are key to demonstrating progress and ensuring purpose is fully implemented and operationalised (with defining and measuring social impact a particular challenge).

For the most advanced companies, it also involves proactively creating an internal system that spurs and sustains corporate social innovation - commercial innovation with a social impact, a topic we explored in a [recent Challenge](#)⁴, resulted in a business guide that helps to codify and share tools, processes and techniques for supporting innovation.

3. LIVE

Culture is key. As David Grayson argues in [his article](#)⁵, “the culture of the organisation: ‘the way we do things around here’”, needs to bring the purpose alive. A common feature of successful efforts to embed purpose is that emphasis is placed on implementing the identified purpose into all aspects of the company’s culture, its people and its ways of working. Often driven by a leader, this shapes management thinking and ensures purpose survives changes in leadership, and helps companies to make responsible short-term trade-offs in times when resources are scarce. Building a culture that supports the purpose means empowering employees (via tools, safe spaces and capacity training) so that they can hold their company to account. Ultimately, it’s about allowing the ethos of the purpose to live through the company’s people. A clear purpose statement has the potential to engage all employees across the business in a way that a separate sustainability strategy sometimes cannot. Finally, for many employees, particularly Millennials and Generation Z, purpose is an increasingly important factor in their decisions about whom to work for.

4. SAY

There has been more recent recognition of the need to embed purpose consistently across the way companies engage externally - both through their brands with customers and through their advocacy with policymakers. From the perspective of brands, this includes implementing the identified purpose into consumer-facing communications and marketing activations. This consists of, but isn’t limited to, allowing the consumer to feel the brand purpose and be inspired by the purpose story: living through all brand touchpoints - from the brand’s products to its communication and its actions. But while purpose must engage brands as part of embedding purpose across



business functions, it should not be led only by brands, as this can result in it being limited to a marketing exercise. On advocacy, we recently ran a Challenge on the potential of [advocacy partnerships](#)⁶ - where a company partners with peers and civil society actors - to drive forward progressive policy changes.

5. PARTNER

It is recognised that delivering purpose with impact requires forming new partnerships with other businesses, NGOs and government. Some companies see themselves as a catalyst in driving a wider, system-level change - towards sustainable living, for example, which requires action by multiple actors beyond the boundaries of the business.

At the same time, there is a growing interest in the role that investors (particularly those who recognise the connection between purpose and long-term value), policymakers, NGOs (as campaigners and partners) and customers play in shaping the environment, and incentives that influence the way and extent to which purpose is truly embedded.

In our individual efforts to embed purpose, we are on a shared journey. We encourage you to share your insights and examples around these five pillars. Are there other issues that we have missed from our list? If you would like to get involved, please sign up to our [Purpose Challenge](#)⁷ to find out about forthcoming engagement opportunities. We look forward to hearing from you.

In our individual efforts to embed purpose, we are on a shared journey.

Zahid Torres-Rahman,
Co-Founder and CEO,
Business Fights Poverty

Vittorio Cerulli, Challenge Director,
Business Fights Poverty

- ¹ Business Fights Poverty (2019) How can we embed purpose authentically into business. Retrieved from <https://snipbfp.org/I2CP154>
- ² Business Fights Poverty (2019) Retrieved from <https://snipbfp.org/I2BFPOx2019>
- ³ Ioannou, I., & Serafeim, G. (2019). Yes, Sustainability Can Be a Strategy. Retrieved from <https://hbr.org/2019/02/yes-sustainability-can-be-a-strategy>
- ⁴ Business Fights Poverty (2018) How can companies develop systems that drive commercial innovation with social impact? Retrieved from <https://snipbfp.org/CP146>
- ⁵ Grayson, D. (2019, June) Purpose Goes Hungry Without Culture, Business Fights Poverty Magazine, Issue 2, p. 12. Retrieved from <https://snipbfp.org/DGOx>
- ⁶ Business Fights Poverty (2018) How can we strengthen business-NGO advocacy partnerships for the SDGs? Retrieved from <https://snipbfp.org/I2CP133>
- ⁷ Business Fights Poverty (2019) How can we embed purpose authentically into business? Retrieved from <https://snipbfp.org/CP154>

PROFILE

BUSINESS FIGHTS POVERTY OXFORD 2019 KEYNOTE



MONIQUE NTUMNGIA, FOUNDER OF THE GREEN GIRLS ORGANIZATION AND WINNER OF THE VISA EVERYWHERE INITIATIVE WOMEN'S GLOBAL EDITION SOCIAL IMPACT CHALLENGE

"BUT MADAM, WE DO NOT HAVE LIGHTS; HOW ARE WE GOING TO BE ABLE TO STUDY AT NIGHT?"

"WHEN WE GO INTO THE BUSHES TO SEARCH FOR FIREWOOD FOR COOKING, WE USUALLY GET RAPED. MADAM, WE NEED THIS TO STOP."

Aminata, the leader of a local group of Muslim girls, presented these questions to my team in September 2014 when I was working in Kano, Northeastern Nigeria, as a programme officer in charge of gender and human rights. Aminata eloquently put into words why it is vital to ensure women and girls have access to clean energy for their various needs. The world at large is facing an energy crisis, and African rural women and girls are its primary victims.

Skilling women and girls in clean energy technology makes their lives safer, healthier and more secure. More than this, it helps them unlock their potential through education and employment.

I founded Green Girls¹ to create solutions to this problem. We train rural women and girls in clean energy technology, empowering them to provide renewable energy to rural communities and at the same time to become financially independent and sustain their households. Our work is supported by 15 international partners, and we've now been recognised by nine national and international awards.

Our innovative algorithm, the MNKB92® model, allows us to collect data and assess which clean energy solutions are most appropriate in each community, and to train the women and girls who will benefit the most from our programme. Our students learn how to meet their own energy needs, including how to build solar lamps, how to install solar panels, and how to construct and operate biodigesters which produce

¹ Green Girls Organization (n.a.). Retrieved from <https://snipbfp.org/12GG1>

biogas for cooking. This new knowledge presents opportunities for women to become financially independent, so we teach them the skills to set up businesses selling solar lamps and packaging the biodigesters' by-products for sale as organic fertiliser. This fertiliser can also be used on their own land, boosting their crop yields and providing organic crops to sell. We partner with private sector organisations, coaching the women and girls to draw up business plans, run their business and accounts, and scale up their activities.

In the five years since Green Girls was established, we have:

- Worked in **33** rural communities across Cameroon, Central African Republic and DRC Congo;
- Trained over **3,000** girls and **600** rural women;
- Provided biogas to over **3,000** rural households;
- Carried out over **200** solar installations in rural households, providing their only source of electricity (lighting);
- Created **3,000** sustainable decent jobs;
- Packaged and sold over **25,000** packs of organic fertiliser!

...we plant trees to help restore woodland that was cut down for firewood before the biodigesters were installed.



We use our work to raise awareness of climate change and the Sustainable Development Goals (SDGs), and we plant trees to help restore woodland that was cut down for firewood before the biodigesters were installed. To reach as many people as possible, we have created 33 Green Girls Clubs so that the women and girls we have trained can act as peer educators to others in their community.

Green Girls Organization will continue to break barriers and to place girls at the forefront of innovative technology and sustainable energy, working to close the huge gender gap that exists in the domain of STEM and ensuring that women in rural communities are included in the green economy.

Winning the Visa Everywhere Initiative: Women's Global Edition Social Impact Challenge will enable us to benefit more communities with sustainable energy solutions. Our MNKB92® model is highly scalable and replicable; the prize money from this award will permit us to construct 20 new biodigesters to provide biogas to over 100 rural households in 20 new communities and to carry out 100 solar installations providing electricity to 100 rural households. We will train 2,000 women and 2,000 girls in the process.

Beyond this, Green Girls Organisation will continue to break barriers and to place girls at the forefront of innovative technology and sustainable energy, working to close the huge gender gap that exists in the domain of STEM and ensuring that women in rural communities are included in the green economy. Our mission is to make Cameroon a role model for the use of renewable energy and to create a pan-African movement for climate action which calls on African Governments to provide access to finance for women-led clean energy businesses.

In this 21st Century, no woman, no girl, has to be denied the right to clean and affordable energy. No woman has to be raped because she had to go into the forest to fetch firewood. Green Girls was set up to tackle these issues. But as an unapologetic feminist, I'm proud that it also inspires women and girls to believe in the beauty of their dreams and to know that ambition, success and wealth has no gender.

The Visa Everywhere Initiative is a competition calling on entrepreneurs to submit innovative and impactful solutions to solve specific challenges. Its Women's Global Edition for the first time specifically celebrates the work of women entrepreneurs around the world, inviting entries in two categories: FinTech and Social Impact. The Social Impact Challenge asks how women entrepreneurs can drive social impact outcomes across micro and small business development, social and environmental responsibility and community engagement. The challenge received nearly 1,000 entries from around the world of which six were selected as Regional Finalists. Monique Ntumngia was selected by a panel of judges including Zahid Torres-Rahman, Co-Founder and CEO, Business Fights Poverty, at a Finals event held in Paris in June 2019. The winner of the Social Impact Challenge receives US\$ 100,000 in prize money as well as mentorship opportunities.

More info available at:

<http://www.visa.com/everywhereinitiativeglobal>

PURPOSE GOES HUNGRY WITHOUT CULTURE

BUSINESS FIGHTS POVERTY IS CURRENTLY ASKING: “HOW CAN WE EMBED PURPOSE AUTHENTICALLY INTO BUSINESS.” BUT WHAT CAN THIS LOOK LIKE IN PRACTICE, AND WHERE DO WE GO FROM HERE?



First, the Purpose has to be worth embedding! In other words, it has to be inspiring and convincingly explain how the business creates value for itself and simultaneously for society.

Equally important, the culture of the organisation: “The way we do things around here”, needs to bring the Purpose alive. Readers will surely be familiar with the aphorism that “culture eats strategy for breakfast.” Well, Purpose goes hungry without culture!

So, whilst a good strategy is also vital to give effect to Purpose, culture determines how successfully Purpose is embedded and strategy is implemented.

As the [Wates Report](#)¹ on “Corporate Governance Principles For Large Private Companies” for the UK’s Financial Reporting Council (FRC) concluded in December 2018:

“A healthy culture is critical to the company’s competitive advantage, and vital to the creation and protection of long-term value. Culture can be defined as a combination of the values, attitudes and behaviours manifested by a company in its operations and relationships with its stakeholders. The board, shareholders and management must make and maintain a commitment to embedding the desired culture throughout the organisation.”¹

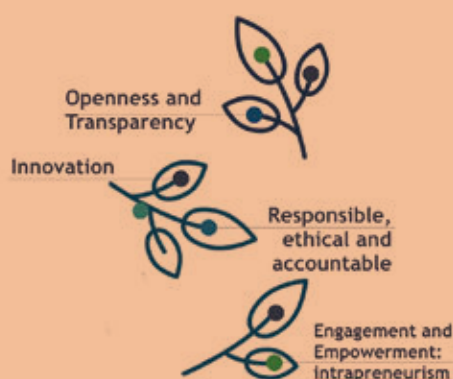
Chris Coulter, Mark Lee and I argue in our book: [All In: The Future of Business Leadership](#),² that there are four important dimensions of a positive and sustainable culture.

Readers won’t be surprised that since I chair the [Institute of Business Ethics](#),³ ethics and responsibility are the first dimension. Individual employees and the organisation as a whole,

need to take responsibility for their social, environmental and economic impacts; but ethics should not be just about compliance and rules. Rather, businesses should embrace the “Golden Rule” of the great religions and philosophical traditions of the world: “Do unto others, as you would have them do to you.” It should be about fairness and decency in behaviour and dealings with others.

In a positive and sustainable culture, there will be training and encouragement and mechanisms for “Speaking Up” both to call out bad behaviour, but also to recognise and praise good behaviour.

Another dimension of a strong culture is openness and transparency. This means providing evidence of performance and information on impacts to build trust, and to use “the disinfectant of publicity” to reinforce good behaviour. It is also about being humble and being courageous enough to show vulnerability: to admit that the organisation does not have all the answers. This means showing a willingness to partner with others to solve





A positive culture successfully blends top-down: clear purpose, strategy and strong leadership to deliver these, together with bottom-up: encouragement to individual employees to take the initiative and make things happen

problems that the organisation is facing. These may be a technology the organisation lacks or a deficit business model or insufficient capacity.

A positive culture successfully blends top-down: clear purpose, strategy and strong leadership to deliver these, together with bottom-up: encouragement to individual employees to take the initiative and make things happen. In some cases, this may produce social intrapreneurs, as I have argued previously for [Business Fights Poverty: Why Going All in for Sustainability Makes It More Likely a Business Will Encourage Its Intrapreneurs](#)⁴.

This may be the result of deliberate programmes to nurture intrapreneurial activity, through “Dragon’s Den” style competitions, training programmes and mentoring.

Such an organisational culture is engaging and empowering of employees. As Daniel Pink told us in that remarkable book ‘[Drive](#)’,⁵ about what motivates people, what gets people out of bed in the morning: “It’s about autonomy, the desire to steer your own ship; it’s about mastery: the ability to be able to steer that ship well; and it’s about purpose, knowing that your

journey has some wider, broader meaning.” This is reinforced through incentive schemes to reinforce desired behaviours.

Significantly, State Street Global Advisors, the world’s third-largest asset manager, is calling on boards this year to review their company cultures and explain their alignment with its strategy. They have written to the independent chairs or lead independent directors of more than 1,100 companies in the S&P 500, FTSE350, and equivalent indices in Australia, France, Germany and Japan⁶.

Given the spread and extent of change that every business now faces, a sustainable culture will also emphasise innovation – and creating the conditions in which innovation occurs naturally and frequently. Innovation will be about sustainability: because sustainability requires innovation.

.....
David Grayson is co-author with Chris Coulter and Mark Lee of “All In: The Future of Business Leadership” www.AllInBook.net

He chairs the Institute of Business Ethics and is Emeritus Professor of Corporate Responsibility at Cranfield School of Management, UK. He is a member of the Circle of Advisers of Business Fights Poverty.

www.DavidGrayson.net

Twitter: @DavidGrayson_

¹ Financial Reporting Council. (December, 2018). The Wates Corporate Governance Principles for Large Private Companies. Retrieved from <https://snipbfp.org/I2FRC>

² Coulter, C., Grayson, D., and Lee, M. (2018). All In: The Future of Business Leadership. Abingdon-on-Thames, Oxfordshire: Routledge, Taylor & Francis Group. Retrieved from <https://snipbfp.org/I2Allin>

³ Grayson, D. (2019, April) Ethics and values are at the heart of a sustainable culture. Retrieved from <https://snipbfp.org/I2DG3>

⁴ Grayson, D. (2018) Why Going All in for Sustainability Makes It More Likely a Business Will Encourage Its Intrapreneurs, Business Fights Poverty. Retrieved from <https://snipbfp.org/I2DG4918>

⁵ Pink, D. (2011). Drive: The Surprising Truth about What Motivates Us. New York City, USA: Riverhead Books. Retrieved from <https://snipbfp.org/I2DP>

⁶ Edgecliffe-Johnson, A. (2019, January 15). State Street tells boards to focus on corporate culture. Financial Times. Retrieved from <https://snipbfp.org/I2DGFT>

SPOTLIGHT SERIES

OUR SPOTLIGHT INTERVIEWS PROVIDE YOU WITH INSIGHT FROM A DIFFERENT PERSPECTIVE OF THE BUSINESS FIGHTS POVERTY NETWORK. KATIE HYSON, DIRECTOR OF THOUGHT LEADERSHIP, ASKS LEADERS FROM ACROSS THE SUSTAINABILITY, IMPACT AND BUSINESS SPACE ABOUT THEIR LIFE AND WORK, FINDING OUT WHAT INSPIRES AND MOTIVATES THEM. EACH GIVES YOU FIRST-HAND UNDERSTANDING, INSIGHT AND POTENTIALLY USEFUL CAREER ADVICE FOR HOW YOU CAN HARNESS THE POWER OF BUSINESS TO FIGHT POVERTY.



**HENNING
RINGHOLZ**

[Henning Ringholz](#)¹, Senior Executive for the [Small Foundation](#) and on a mission to help end extreme poverty in sub-Saharan Africa by supporting initiatives that improve the business ecosystems that proliferate income opportunities.



**SHABNAM
HAMEED**

[Shabnam Hameed](#), Operations Officer - [Gender at the International Finance Corporation](#)², shares first-hand experience, explaining why the business case for organisations to take gender-based violence seriously is strong; what the impacts can be; and how companies can take action.



SUBSCRIBE TO THE PODCAST ON ITUNES

These spotlight interviews are available as podcasts on the Business Fights Poverty website and also on iTunes (<https://snipbfp.org/iTunes-2>). If you would like to be a part of our Spotlight Interview series or would like to nominate someone, please contact: **katie@businessfightspoverty.org**

<https://snipbfp.org/iTunes-2>



**PODCAST
LINK**



NEIL GAUGHT

[Neil Gaught](#) is a Management Consultant and Author of '[CORE: How a Single Organising Idea Can Change Business for Good](#)'.³ He explains the difficulties businesses find in focusing around a purpose authentically and why he developed the Single Organising Idea (SOI®) as a management tool to generate embedded business purpose.



HELEN MCEACHERN

[Helen McEachern](#), CEO of the [Cherie Blair Foundation for Women](#)⁴ is on a mission to impact women's economic equality working with an organisation that she believes can change the ecosystem for women entrepreneurs.



SUE GARRARD

[Sue Garrard](#), former Unilever SVP for Sustainable Business Development and Communications, explores the speed of the sustainability agenda's evolution and why the pace is making it hard to handle; what happens to brands that deeply understand and listen to their consumers; and how senior leaders who don't make social and environmental factors core to their business are missing out.



DAVID GRAYSON

[Emeritus Professor David Grayson, CBE](#) shares his thoughts on why business plays such a vital role in delivering societal impact, what has changed and why these are real business opportunities, quoting the late and great Peter Drucker, who in 1973 stated: "Every single social and global issue of our day, is a business opportunity in disguise."



PAUL POLAK

[Paul Polak](#), Founder and CEO of [Windhorse International](#)⁵, is perhaps the godfather of social enterprise in emerging markets. He has dedicated the past 35 years of his life, as well as his money and considerable entrepreneurial talents, to find lasting scalable solutions for those living on less than \$2 a day.



MARCUS DRUEN

[Marcus Druen](#), part strategic advisor, part executive coach, with experience supporting senior execs at the likes of Telefonica O2, Lidl, KPMG and Microsoft shares all through this informative podcast. Marcus is normally found deep within multinationals, helping senior leaders to experiment with more fluid ways of working, alternative leadership models, and capability building.

1 Small Foundation. (n.d.). Retrieved from <https://snipbfp.org/12SISSE>

2 International Finance Corporation - Gender. (n.d.). Retrieved from <https://snipbfp.org/12SISGIFC>

3 Gaught, N. (2017) CORE: How a Single Organising Idea Can Change Business for Good. Abingdon-on-Thames, Oxfordshire: Routledge, Taylor & Francis Group. Retrieved from <https://snipbfp.org/12SISNG>

4 Cherie Blair Foundation for Women. (n.d.). Retrieved from <https://snipbfp.org/12SISCBF>

5 Paul Polak. (n.d.). Retrieved from <https://snipbfp.org/12SISPP>

CAN PROFIT AND PURPOSE REALLY GO HAND IN HAND?

IT'S FAIR TO SAY I BELIEVE THAT, DESPITE ALL ITS CONSIDERABLE LIMITATIONS, CAPITALISM IS THE LEAST BAD ECONOMIC SYSTEM AROUND. BUT I ALSO AGREE STRONGLY WITH MARTIN WOLF, WHO WROTE A [PIECE](#)¹ IN THE FINANCIAL TIMES ON 11TH DECEMBER 2018 WITH THE VIEW THAT BUSINESSES WHICH ONLY PURSUE PROFITS LEAD TO DIRE OUTCOMES.

Quite simply, given the time we spend working, we can and should be enriched by it; doing something we feel matters, that contributes to a better world.

The global recession seems to have done little to change the fact that many companies operate purely like money making machines, delivering short-term value for shareholders. Many companies, patently, operate with no driving Purpose that steer choices and decisions, and more's the pity.

Having survived what my former CEO at Unilever, Paul Polman, described as a near-death experience in the form of the [hostile takeover bid from Kraft Heinz](#)², I allowed myself a slight grin of validation when their annual results were announced recently, to much negative commentary and criticism. Their business model epitomises this neglect of the top line in favour of the bottom line, leading to a few good years of shareholder returns, followed by engine failure in the growth of the company requiring a new acquisition to re-boot profits.

But purpose is a topic that's been written about, and strongly criticised, many times, so why am I writing about it too?

The first reason is that, having worked in both the public and private sector, I've experienced the huge difference between organisations that are driven by purpose and those that aren't. And there's no doubt which offers greater fulfilment, a more collegiate environment, and an ability to attract nice but very talented people. Nearly 30 years ago, David Abbott, creative director of ad agency Abbott Mead Vickers, had a strong set of principles, including refusing tobacco clients. His philosophy was very simple; AMV existed to make great advertising for great brands, and if we did that well, the money would follow.

Quite simply, given the time we spend working, we can and should be enriched by it; doing something we feel matters, that contributes to a better world.

But does this make it ok to make a profit?

This brings me to the second reason; all the evidence shows that organisations run on a multi-stakeholder model perform better for the long term. By putting their customers, employees, and other key stakeholders first, they deliver consistent growth and shareholder returns, so everyone benefits.

It's harder to run a listed company that way because there are complex trade-offs. For example, a decision to pay the living wage.

Or paying a bit more for recycled plastic. But most shareholders don't want to have long term holdings in businesses that are not responsible. I'd question how many senior business leaders are able and willing to deal with the added challenges and complexity of operating a multi-stakeholder model. But they've had precious few role models coming up through the ranks. Such is the pressure to deliver on the quarterly consensus, most CEOs of listed companies are wholly consumed with keeping investors and business commentators happy and avoiding shareholder activists.

The third, and by far the most important reason, is the need for an urgent step up in stewardship of our planet and its finite resources. Quite simply, any company that genuinely is driven by purpose has a long-term view and, therefore, its environmental impacts are much more likely to be tackled seriously and energetically. Purpose-led companies are much more likely to realise they cannot exploit natural capital for much longer.

As a newly established consultant helping companies step-change their performance on sustainability, I've done considerable soul searching on the BIG questions of if and how we might halve greenhouse gas emissions in the next ten years (in line with the IPCC's latest advice).

How much can the private sector achieve? Will investors and the capital markets accelerate their move away from the industries of the past – notably fossil fuels – and towards the technologies of the future? How necessary is it for governments, at a national or international level, to help create the stimulus for that change, creating a level playing field, and offering incentives? How soon will governments switch off the funding tap that is still pouring billions into fossil fuel industries today?

Maybe I HAVE to be optimistic to do this work, but I see talented, purpose-driven people all around the world developing the solutions that we need to address our profound environmental challenges. I see hope from the companies we work with at Blueprint for Better Business, of which I am a founder and trustee. I see investors waking up to both the risks of inaction and

the opportunities of emerging (and not so emerging!) sectors. I see young people at work refusing to compromise their own beliefs to get a job. And most exciting of all, I see young people around the world putting huge pressure on the current system to drive change. All this says to me that companies without purpose will struggle and some of them will fail, and that is the beauty of markets.

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Sue Garrard, Sustainability Strategy Advisor, Sue Garrard Consulting Ltd and Former Unilever EVP for Sustainable Business Development and Communications. She is a member of the Circle of Advisers of Business Fights Poverty.



¹ Wolf, M. (2018, December 11). We Must Rethink The Purpose Of The Corporation. The Financial Times. Retrieved from <https://snipbfp.org/I2SGFT>

² Lachappelle, T. (2019, February 22). Kraft Heinz's Financial Recipe Turns Sour. Bloomberg Quint. Retrieved from <https://snipbfp.org/I2SGBLOOM>

THE IMPROV INTRAPRENEUR:

HOW LEARNING TO LET GO COULD OFFER IMPORTANT LESSONS FOR THE INTRAPRENEURSHIP MOVEMENT

“So, what do you do for a living?” For close to 15 years, I thought I had the best job in the world. “I lead Accenture Development Partnerships, the company’s ‘not-for-loss’ business”—to be empowered as an intrapreneur working within a large corporate, surrounded by a fabulous team, was a great privilege. Corporate purpose, when genuine, can act as a lightning rod for talent.

“To create an organisation that’s adaptable and innovative, people need the freedom to challenge precedent, to ‘waste’ time, to go outside of channels, to experiment, to take risks and follow their passions⁴.”

Gary Hammel, Management Expert

It was only on leaving Accenture in 2016 that I realised how defined I’d become by my role. It’s an issue that affects many of us in business. I had to discover who I was, as opposed to what I did for a living. Since then, I’ve gone to task on the promises I made myself to do when I had the time—focusing on the creative right brain. Traditional business seems obsessed with the left side. I wrote a book¹, took non-business travel to fascinating places, explored nature, started singing lessons, abstract art classes, and even an improv comedy course.

This may sound like a nice, gentle retirement to many—but when I read the [Intrapreneurship Ecosystem guide²](#) produced by Business Fights Poverty, DFID and The League of Intrapreneurs², I discovered that my new life has far more in common with my old career than I’d imagined.

The main thrust of the report is about moving from the notion of a solitary individual fighting the corporate immune system to creating an ecosystem that enables innovation to flourish. To do this, we must embrace a world of creative disruption — by ideating, innovating and collaborating across industry verticals and across the apparent boundaries of public, private and civil society. In today’s digital world, these boundaries don’t just blur—more often than not, they will cease to exist as we create [new fourth sector business models³](#).

The report provides a roadmap, containing four key components of what it terms the internal Intrapreneurship Ecosystem: Purpose Beyond Profit, People as Change Agents, Power of We and the Generative Pipeline.

“To create an organisation that’s adaptable and innovative, people need the freedom to challenge precedent, to ‘waste’ time, to go outside of channels, to experiment, to take risks and follow their passions.”

Gary Hammel, Management Expert

People as Change Agents highlights a need to create new narratives around business—effectively to reimagine the corporate world for the huge challenges of the 21st century. The report suggests the need to fundamentally rethink traditional



performance management processes and move from rewarding outcomes to incentivising new approaches. While newly exploring the world of art, I learned that conventional wisdom stated that paintings should be figurative — hills should look like hills, trees like trees, people like people. Then the likes of Picasso and Jackson Pollock came along and challenged the standard narrative head-on. Successful intrapreneurs have a lot in common with these pioneers. They reject the perceived wisdom as to how their business should operate and focus more on how it could operate. Leadership who grant their employees the opportunity to “waste time”, as Hamel puts it, may find it is, in fact, time well spent.

The Power of We explores how we break out of silos and collaborate. In this regard, there are strong parallels with my other newly discovered hobby — improv comedy. Improv is not about you as an individual trying to be funny, but instead about trying to co-create a new narrative as a team. The word “but” is banned and replaced with “yes and”. You think you’re playing a man out walking his dog, but within the space of one line you discover that you’re instead required to play the dog — or maybe an ostrich — or provide the sound effects. According to Google research, the ability to act and look stupid, to be vulnerable, is a main contributor to high-performing teams. Improv is all about vulnerability and is far from easy — but invariably, the group comes up with new possibilities and scenarios that no single individual could have reached on their own. Similarly, co-creation requires a safe space, where the craziest ideas are not stupid — they inform new possibilities, tapping into collective intelligence and creativity within the group.

I’m convinced that the next phase of the intrapreneurship movement will be all about challenging the conventional wisdom around business - what it does, how it does it, and for whom.

Just as Einstein said: “We cannot solve our problems at the same level of thinking that created them”, I’m convinced that the next phase of the intrapreneurship movement will be all about challenging the conventional wisdom around business — what it does, how it does it, and for whom. Companies that can create a culture that embraces risk, experimentation, time-wasting, and yes, fun, will truly unleash the power of their intrapreneurial talent on the most pressing challenges of the 21st century.

Gib is piloting a Business Deceleration programme - a week-long retreat focused on empowering individuals to change the business world. It takes place on the beautiful and secluded Isle of Bute in Scotland, and aims to tap into people’s hidden potential for innovation, creativity and purpose. For more information visit www.craigberoch.org

Gib Bulloch, Author, *The Intrapreneur: Confessions of a Corporate Insurgent*, and *Intrapreneur in Residence*, Business Fights Poverty

¹ Bulloch, G. (2018). *The Intrapreneur: Confessions of a Corporate Insurgent*. London: Unbound Digital. <https://snipbfp.org/l2GBCCI>

² Business Fights Poverty, DfID and The League of Intrapreneurs. (2018). *The Intrapreneurship Ecosystem*. Retrieved from <https://snipbfp.org/l2Report153>

³ Accenture (2014). *The Convergence Continuum: Towards a “4th Sector” in Global Development?* Retrieved from <https://snipbfp.org/l2GBAcc>

⁴ Ibid. p. 30.

⁵ Rozovsky, J. (2015, November 17). *The Five Keys to a Successful Google Team*. Retrieved from <https://snipbfp.org/l2GBJR>

TACKLING GENDER-BASED VIOLENCE

NOW IS THE TIME FOR COMPANIES TO END VIOLENCE AND HARASSMENT AGAINST WOMEN AND MEN IN THE WORLD OF WORK

The focus of our collaboration with Business Fights Poverty is to help companies prepare for possible new regulation to address violence and harassment in the world of work, with first-hand accounts from different companies leading the charge on creating safer working environments.

As part of our Challenge with Business Fights Poverty on tackling gender-based violence (GBV), we reached out to leading expert and author of the recent [UN handbook](#),¹ Dr Jane Pillinger, to seek her views on what companies should do to tackle GBV.

In addition to the unprecedented #MeToo movement and the growing evidence of the business case for addressing violence and harassment, the legal landscape is also changing. There has just been agreement on a new international labour standard on violence and harassment against women and men in the world of work from the International Labour Organization.



LEARNING FROM GOOD PRACTICES

[The joint UN Women / ILO handbook](#)² addressing violence and harassment against women in the world of work draws together evidence from across the world about how to prevent and address violence and harassment against women. It shows how the problem needs addressing at multiple levels, including:

- In legislation with obligations on employers and other stakeholders to prevent and address violence, harassment and sexual harassment at work;
- Through workplaces policies and complaints procedures that workers trust and where there is a culture of organisational learning from complaints, and;
- Implementing prevention programmes and changing workplace culture and social norms which perpetuate gender stereotypes and unequal power relations in the workplace; the same applies to customer-facing service work environments.



Over the course of our longstanding and varied partnership work, we have learnt a lot about the drivers of GBV in the workplace and beyond, and about impactful interventions.

IT STARTS WITH PREVENTION

Companies must take a proactive role if they are to prevent the problem, for example, through health and safety/ risk management programmes, awareness about appropriate behaviour in the workplace, and measures to foster a working environment based on dignity and respect. Forward-looking companies often discuss ways to resolve problems through [social dialogue](#)³ to stop violence and harassment in its tracks.

TAKING A PROACTIVE ROLE IN CHANGING WORKPLACE CULTURE

This means being proactive in addressing underlying problems that lead to a culture of violence and harassment at work, extending to issues such as stress, high pressure working conditions and work organisation. There is no one quick fix; in some cases, this has to be tackled across complex supply chains and contracting arrangements as is the case in the global garments, agriculture and electronics sectors. For example, [Unilever](#)⁴ is tackling violence and harassment globally in its tea supply chain, and organisations working with brands in the

garment sector, such as the Dutch-based [Fair Wear Foundation](#)⁵, are addressing the problem through the garment supply chain.

DOMESTIC VIOLENCE AT WORK

Domestic violence at work is gaining attention in company programmes, laws and policies across the world. For example, the '[OneInThreeWomen](#)' network⁶ of companies in Europe is bringing companies together to make a commitment to implement workplace programmes through a 'charter of engagement', which was signed by seven CEOs from large companies in 2018. This work will also be informed by the OneInThree network multi-company employee survey, currently being carried out with seven companies across five European countries and will be the largest company survey to date carried out on this issue.

Vodafone has taken a bold and successful move in drawing up a new global policy and toolkit on domestic violence and abuse at work.⁷ The policy offers staff in its 23 operating countries and markets a range of supports, including 10 days paid 'safe' leave per year if they experience domestic violence

and abuse. Vodafone Foundation has also developed the 'Bright Sky' safety app,⁸ currently being rolled out across several of its markets. Vodafone made the issue of domestic violence at work a priority after its own commissioned research found that nearly one-third of workers in different sectors and across different occupations levels had experienced domestic violence and abuse, affecting their productivity, career development and/or capacity to stay in their jobs. The company also saw this as an integral part of equality and diversity, contributing to women's career progression and in achieving greater gender parity at work.



For Diageo, this offered a way for the business to move from risk mitigation to creating a safe and dignified environment where employees are proud to come to work.

HOW DOES AN ILO CONVENTION AFFECT THE WAY BUSINESS IS DONE ACROSS THE GLOBE?

Over the course of our longstanding and varied partnership work, we have learnt a lot about the drivers of GBV in the workplace and beyond, and about impactful interventions. We help our partners to manage risks, improve practice and prepare for forthcoming legislation. For example, as part of a multi-year partnership to support women's empowerment throughout their global value chains, we worked with Diageo to benchmark their existing workplace policies and practices against the standards set out in the proposed new Convention, as well as

against CARE's best practice recommendations. For Diageo, this offered a way for the business to move from risk mitigation to creating a safe and dignified environment where employees are proud to come to work.

The focus of our collaboration with Business Fights Poverty is to help companies prepare for possible new regulation to address violence and harassment in the world of work, with first-hand accounts from different companies leading the charge on creating safer working environments.

Dr Jane Pillinger, Expert in gender-based violence, Senior Visiting Research Fellow in Gender Studies LSE and Dept. Social Policy and Criminology, Open University UK

Hester Le Roux, Senior Economic Advisor, Policy and Advocacy at CARE International UK

¹ UN Women. (2019). Handbook: Addressing violence and harassment against women in the world of work. Retrieved from <https://snipbfp.org/12UNWomen1>

² Ibid.

³ International Labour Organization. (2019). The Global Deal for Decent Work and Inclusive Growth - Thematic Brief: The Contribution of Social Dialogue to Gender Equality. Retrieved from <https://snipbfp.org/12ILO2019>

⁴ UN Women. (2016, December). Unilever and UN Women announce a global partnership to improve women's safety in the tea industry. Retrieved from <https://snipbfp.org/12UNWomen2>

⁵ Fair Wear Foundation (2018). Breaking the Silence: The FWF Violence and Harassment Prevention Programme. Retrieved from <https://snipbfp.org/12JPHLRFWF>

⁶ L'Oreal Mediaroom (2018). One In Three Women: The First European Network of Companies Engaged Against Gender Based Violence Under the Management of Face. Retrieved from <https://snipbfp.org/12JPHLRL01> (see also Projet - CEASE, <https://snipbfp.org/12JPHLRFPE>)

⁷ Vodafone Foundation (2019). Toolkit on domestic violence and abuse at work: Recognise, response and refer. Retrieved from <https://snipbfp.org/12JPHLRVoda1>

⁸ Vodafone (2019). Vodafone Foundation announces global plans for app to help those affected by domestic abuse. Retrieved from <https://snipbfp.org/12JPHLRVoda2>

GENDER EQUALITY

HOW CAN BUSINESS ADVANCE GENDER EQUALITY ACROSS THE VALUE CHAIN BY ENGAGING MEN AS ALLIES?

Men have a critical role to play in achieving gender equality. What is less clear is what this might mean in practice for organisations in their approach to advancing gender equality. A new Business Fights Poverty Challenge will explore how businesses and organisations are advancing gender equality within their organisations and across the value chain (spanning agriculture, supply, operations, distribution, retail and marketing), by effectively engaging men as allies for gender equality.

Challenge partners AB InBev, CARE, and Stanford University's VMware Women's Leadership Lab will create a thought-leadership report to distil lessons and insights from innovative approaches being taken across a range of cross-sector organisations at varying points in their value chain.

Gender equality stands as a UN Sustainable Development Goal in itself (Goal 5) and is also viewed as central to delivering the full 2030 agenda, a critical element underpinning the other 16 Goals. There is a growing recognition of the importance of effectively engaging men to advance the rights and opportunities of girls and women, and achieving gender equality by 2030. UN Women note that 'engaging men and boys for gender equality is anchored in the belief that achieving gender equality is about transforming unequal power relations between men and women...men need to be engaged as gender advocates – speaking out as active agents and stakeholders who can transform social norms, behaviours and gender stereotypes that perpetuate discrimination and inequality'.

Gender equality stands as a UN Sustainable Development Goal in itself (Goal 5) and is also viewed as central to delivering the full 2030 agenda, a critical element underpinning the other 16 Goals.

There have been a number of high-profile initiatives that aim to engage men in recent years. For example, UN Women's [He for She campaign](#)² highlights the importance of engaging men as advocacy partners and change agents to drive forward a systemic approach to gender equality, mobilising millions of men around the world, including corporate CEOs. The [#LeanInTogether](#)³ campaign in the US emphasises the important role men, as fathers, partners and work colleagues, play in reaching equality. Canada's [White Ribbon](#)⁴ Campaign encourages men to never commit, condone or remain silent about violence against women and girls. The [Unstereotype Alliance](#)⁵ is an industry-led initiative convened by UN Women which secures commitment from leaders across business, technology and

creative industries to tackle the widespread prevalence of gender stereotypes that can be perpetuated through marketing and advertising.

Organisations such as the International Center for Research on Women, Institute for Development Studies, London School of Hygiene and Tropical Medicine, and Promundo have contributed to seminal research on masculinities, engaging men, and household studies on men's and women's attitudes and practices related to gender equality.

Still, challenges remain to this work. Notably, the fundamental need to align efforts with the women's rights movements and their goals and the need to consider that there may be groups of men who actively (or unconsciously) question and, in some cases, undermine the gender equality agenda.

Research to date demonstrates that while work has been done to surface best practices in engaging men to promote gender equality, for [example by CARE](#)⁶, there is little in the specific context of business and value chains. At the same time, the considerable work on gender in value chains, including work to address workplace harassment and inequities, does not tend to look at the role of men. An important value-add to the current research will be to bring together the latest thinking and lessons on engaging men into the specific value chain context of companies around the world. The Challenge will also reflect on the diversities among men across the value chain in a way that respects and values differences and experiences.

The insights from the VMware Women's Leadership Lab, incubated within Stanford's Clayman Institute for Gender Research, will complement the focus on value chains by drawing on the latest research in organisational development. The Lab, led by [Professor Shelley Correll](#)⁷, combines 'academic insight with real-world strategies to research how organisations can create a more level playing field, where diverse talent can innovate and excel'.

Research to date demonstrates that while work has been done to surface best practices in engaging men and boys to promote gender equality, for example by CARE, there is little in the specific context of business and value chains.

For AB InBev, the Challenge insights will be used to help inform its Diversity & Inclusion strategy across the value chain. As a global brewer operating in over 50 countries and with an historically male dominated consumer base, this brings great opportunity to engage men as allies around the world, both for AB InBev and the broader beer category as a whole.

Throughout the Challenge, we want to engage with stakeholders, including through a survey, online discussion, and events such as Business Fights Poverty Oxford 2019 and in New York alongside the UN General Assembly (23 September).

We look forward to engaging with you on this important topic.

Alice Allan, Challenge Director,
Business Fights Poverty.

¹ Barker, G., Ricardo, C., & Nascimento, M. (2007). Engaging men and boys in changing gender-based inequity in health: Evidence from programme interventions. Retrieved from <https://snipbfp.org/12AAWHQ>

² HeForShe | Global Solidarity Movement for Gender Equality. (2019). Retrieved from <https://snipbfp.org/12AAHFS>

³ #LeanInTogether: How Men Can Support Gender Equality. (2019). Retrieved from <https://snipbfp.org/12AALIT>

⁴ White Ribbon. (2019). Retrieved from <https://snipbfp.org/12AAWR>

⁵ #Unstereotype Alliance. (2019). Retrieved from <https://snipbfp.org/12AAUSA>

⁶ CARE (2014) BRIEF 2 CARE Gender and Empowerment Engaging Men and Boys for Gender Equality Series: Lessons Learnt. (2014). Retrieved from <https://snipbfp.org/12AACARE1>

⁷ Stanford University, VMware Women's Leadership Innovation Lab (n.d.). Retrieved from <https://snipbfp.org/12AAStanford>

SUPPLY CHAINS IN PERIL:

CAN WE ALIGN INCENTIVES FOR COLLECTIVE SUSTAINABILITY?

How can we create SME resilience in modern supply chains? It's time to explore how we can share the risk and create solutions for consumers, shareholders, and other influencers to increase the sustainability of product chains we love, provide financial bottom line, and support the lives of millions of farmers.

Modern supply chains are a marvel. The system of organisations, people, activities, and resources involved in moving a product from source to consumer is complex. But, with constant and rapidly changing markets, environmental conditions and customer preferences, incentives for key stakeholders in the chain are shifting. For long-term sustainability and success, we need to look at the incentives along product chains, where there are gaps and alignment, and how we can align shareholder value with small-medium-enterprise (SME)/smallholder farmers (SHF) value.

To keep the products we love, we need to move beyond solely focusing on scale and margin to focusing on the right balance of scale, margin and supplier sustainability.

Let's take coffee as an example. From a consumer's perspective, coffee is better than ever. You can always access a rotating range of single-origin coffees. More often than not, that coffee comes with

unique stories about producers, their microlots, experimental processing or sustainability. And the price of our latte is consistent. But, if you're reading the article, you likely know that this isn't the true story of coffee. A coffee catastrophe is brewing, as are similar catastrophes in other value chains.

To understand (and hopefully help solve) these imminent catastrophes, you have to understand the underlying systemic problems, as well as the incentives of the players in the value chain.

One of the systemic problems in coffee is how it is priced (the C-Price). Paul Hicks does a better job than we can of explaining it in his Daily Coffee News article [The Scandal of the C-Price](#).¹ The short story is that the C-price exacerbates volatility in the coffee market because it relies too much on speculation and is based on very short-term projections. So, the C-Price wreaks havoc because coffee is a perennial crop which takes about 5 years to come to full maturity, creating a long lag-time between price signals and farmers' abilities to alter production. In addition to this systemic issue, the incentives throughout the value chain are misaligned.

To keep the products we love, we need to move beyond solely focusing on scale and margin to focusing on the right balance of scale, margin and supplier sustainability.

FARMERS

Coffee farmers depend on their annual coffee crops for their livelihoods.

- However, they face a complex mix of major challenges: price volatility, a large flat commodity-grade coffee price (even if they grow speciality coffee), extreme weather events, labour shortages, and consistent (if not rising) costs of production.
- In August, the C-Price dropped below \$1 per pound for the first time in a decade - not enough to cover the cost of producing that pound. If coffee isn't profitable, then farmers are incentivised to switch to growing other crops and, of course, are not encouraging their children to farm for a living.
- What happens when the next generation opts out?



A collective goal of generational sustainability demands collective action for change on both individual and systemic levels.

CO-OPS

Coffee Co-Ops, critical SMEs in this value chain, attempt to use consolidated selling power to offset the risks faced by the individual farmer and provide needed services (e.g. extension) to promote sustainability

- These SMEs compete in a highly competitive, often well-capitalised, global marketplace replete with very large and powerful buyers (Nestle, Starbucks, etc.), and other very large and often more efficient and/or more productive (cost/lb.) competitors (Brazil and Vietnam in particular).
- They compete for talent (accountants, marketers, increasingly tech folks, etc.) - attempting to attract and maintain strong talent to work in some of the rural/ smaller cities versus far more highly capitalised companies in cities.
- If SMEs are critical and can't compete, can the value chain survive?

CORPORATES

Often, as the last stop between product and customer, corporates are swayed by customer preferences and their responsibility to shareholders.

- They are receiving more pressure from consumers and regulators to validate where all of the components of their products come from. So, they have the immediate challenge of balancing traceability, consistent quality supply and profitability.
- Now, they are scrambling to make supply chains more ethical while still being bound by their fiduciary responsibility to maximise profit for shareholders and show increasing quarterly earnings. Many that are responsible for sourcing for brands and larger buyers recognise the challenge and urgency.
- Can they last the next 20 years without fundamentally changing how they engage suppliers?

A collective goal of generational sustainability demands collective action for change on both individual and systemic levels.

This is just the tip of the iceberg of the complex issues of coffee supply chains. The same relates to other products. From our conversations, it seems that disparate stakeholders understand that their generational sustainability is intertwined. If we have that common ground, can we find individual and systemic solutions together?

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Amanda West, Principal, and

Hetal Petal, Head of Venture Growth, Mercy Corps

¹ Hicks, P. (2018, September 13). The Scandal of the C-Price. Daily Coffee News by Roast Magazine. Retrieved from <https://snipbfp.org/I2MCDC>

MANAGING HUMAN RIGHTS RISKS

EMBRACING A MORE ROBUST APPROACH
TO MANAGING HUMAN RIGHTS RISKS IN
SUPPLY CHAINS



The top six UK supermarkets have already responded to our [Behind the Barcodes campaign](#).¹ As more consumers and investors show their concern about these issues, more rapid progress will be made.

In this article, we outline the practical actions companies need to take to wean themselves off their security blanket of compliance audits and embrace a more robust way to manage human rights risks, while delivering a positive impact for the people in their supply chains - from the women peeling shrimp in Thailand and Indonesia to those picking grapes in South Africa.

Our proposals for business to do less harm and more good are set out in [Oxfam's Workers' Rights Recommendations for Food Retailers](#)². Here, we highlight what this involves and give credit to notable examples of good business practice in a range of sectors:

**1. KNOW AND SHOW RISKS RELATED
TO WORKERS' RIGHTS;**

**2. TAKE ACTION IN YOUR OWN SUPPLY
CHAIN;**

**3. TAKE ACTION BEYOND YOUR OWN
SUPPLY CHAIN.**

AS MORE CONSUMERS AND
INVESTORS SHOW THEIR
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PROGRESS WILL BE MADE.

1 **KNOW AND SHOW RISKS RELATED TO WORKERS' RIGHTS**

This starts with greater supply chain transparency, enabling consumers, civil society and investors to find out more about where and how products are produced. So which companies are doing this? In the food and beverage sector, examples include [Marks & Spencer](#)³ and [Waitrose](#)⁴, plus tea brands [Taylors](#), [Twinings](#), [Tata Tetley](#), [Clipper](#), [Unilever](#) and [Typhoo](#)⁵. Dutch supermarkets [Albert Heijn](#)⁶ and [Jumbo](#)⁷, responding to Behind the Barcodes, have committed to publishing their first-tier suppliers of private label products by 2021 and have made a range of other commitments to respect workers' rights, based on Oxfam's recommendations.

GO DEEPER TO UNDERSTAND THE HUMAN RIGHTS ISSUES

Carrying out a human rights due diligence process can help identify the key problems in a sector, so a more robust strategy can be formulated to tackle them (for instance, [PepsiCo](#)⁸, [Tesco](#)⁹ and [Thai Union](#)¹⁰). To do the job well means going deeper into a supply chain via a human rights impact assessment. This involves looking at adverse human rights impacts linked to the business through meaningful engagement with workers, affected communities and civil society stakeholders. Examples include [Nestle in its cocoa supply chain](#)¹¹ (one on labour standards, one on gender) and [Oxfam and the Finnish retailer SOK Group in Italian tomatoes](#)¹².

GENDER DATA IS IMPORTANT

Good practice also means tracking and disclosing the rough proportion of female and male workers at production sites, helping to make visible trends in its workforce. [SSE and BHP](#)¹³ have done this for their operations, whilst [Walmart](#)¹⁴ has set targets for sourcing from women-owned businesses. Extracting gendered data from [Sedex](#)¹⁵ can help, something [Sainsbury's](#) does, but thousands more of its members could readily do.



Why is Oxfam's Behind the Barcodes Campaign needed after 20 years of Corporate Social Responsibility?

2 TAKE ACTION IN YOUR OWN SUPPLY CHAIN

The second bucket of recommendations relates to taking action in the company's own supply chain. A starting point is transitioning from a compliance-based code - which simply pushes onto suppliers the responsibility for good labour standards - into a policy on human and labour rights. This includes proactive elements such as actions to prevent forced labour rather than just 'no forced labour' and a framework for continuous improvement. [Unilever's Responsible Sourcing Policy](#)¹⁶ is a good example of this.

DEAL FAIRLY WITH SUPPLIERS AND ENGAGE WITH UNIONS

Taking action also means business practices which deal fairly with suppliers by taking into account production costs, reasonable payment terms, long-term contracts and predictable order volumes. [Sainsbury's commitment not to use Unfair Trading Practices](#)¹⁷ is a good start. And [Unilever's agreement with IUF and IndustriALL](#)¹⁸ on temporary workers is an example of effective engagement with trade unions.

ASSESS THE LIVING WAGE GAP

Last but not least, getting to grips with the issue of living wages, recognising that wages in supply chains can be significantly below what is needed to achieve the [Sustainable Development Goals](#)¹⁹. For example, Axfood (the second biggest food retailer in Sweden) has committed to assess the living wage gap in three high-risk supply chains and to work with stakeholders to close it by 2020.

3 TAKE ACTION BEYOND YOUR OWN SUPPLY CHAIN

Taking action beyond a company's supply chain includes getting into dialogue with others about the systemic problems which have deep roots. For instance, how do you address problems across a sector rather than down a specific supply chain? Multi-stakeholder initiatives, which include trade unions and NGOs such as, Ethical Trading Initiative (ETI) and Equitable Food Initiative can help here, as can advocacy to governments on effective regulation, undertaken by companies including Tesco in the seafood sector.

Rachel Wilshaw, Ethical Trade Manager,
Oxfam

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SOLVING THE PARTNERSHIP PUZZLE

HOW DO WE OVERCOME SILOS TO BUILD FAR MORE HOLISTIC AND TRANSFORMATIONAL PARTNERSHIPS THAT CAN SPAN ACROSS THE SOCIAL, ENVIRONMENTAL AND ECONOMIC DIVIDE?



The launch of the Sustainable Development Goals (SDGs) heralded a new era in approaches to business sustainability and international development. The core of the SDGs is the deep interconnection of economic, social and environmental issues thus a new approach to partnering is imperative.

Darian Stibbe, Executive Director of The Partnering Initiative, has been following the response to the new SDG paradigm, “Despite the clear imperative to work holistically, organisations struggle to do it in practice. We’re generally so focussed on our own piece of the puzzle, we find it challenging to think more widely and adapt our jigsaw piece to ensure it fits into the bigger overall picture. In many ways, we’re still using a 20th-century mindset and toolbox to deliver on 21st-century problems.”

No single issue can be solved in isolation, and genuine transformation can only be made by advancing these entwined aspects together. You can’t tackle malnutrition without looking at agriculture, food manufacturing, public health systems and education. You can’t save a rainforest from destruction unless you have a strong rule of law to prevent malfeasance by irresponsible companies or are in a position to find

We’re generally so focussed on our own piece of the puzzle, we find it challenging to think more widely and adapt our jigsaw piece to ensure it fits into the bigger overall picture

alternative livelihoods for those who are dependent on unsustainable use of the rainforest for their survival.

We need to explore next-generation partnering: breaking down the silos not only between business and traditional development actors, but also across both development issues and business areas to collectively deliver far more holistic and transformational solutions. Especially as the traditional partnership sector roles are blurring and converging through the rise of purpose-led business and the emergence of the fourth sector. We must look at the barriers and success factors for this kind of approach and ask the question: How can we wholesale shift business, NGO, UN and donors to make such practice the new normal?



“At WWF, we’ve come to appreciate that simply shouting at a distance at environmentally poorly-performing companies rarely results in real change. That’s not to say that advocacy isn’t important – indeed, in many cases, it’s essential to create sufficient incentive for change...”

Hina West, Head of Partnerships at WWF

However there is no doubt that breaking down the barriers and collaborating with traditional adversaries to together tackle head-on some of the negative impacts of commercial operations will come with a new set of challenges.

“When can your greatest critic become your greatest collaborator?” asks Hina West, Head of Partnerships at WWF. “At WWF, we’ve come to appreciate that simply shouting at a distance at environmentally poorly-performing companies rarely results in real change. That’s not to say that advocacy isn’t important – indeed, in many cases, it’s essential to create sufficient incentive for change. But at some point, if we are to influence a company to adopt new, effective practices, the shouting has to stop, and we need to move from critic to constructive collaborator.”

While the logic may be sound, implementing partnerships between traditional adversaries is challenging and often quite risky for both sides. Is it possible for a company wanting to do the ‘right thing’ while under huge commercial pressure to really convince board members to invite in an NGO? Businesses ultimately face the potential risk of not only exposing inner workings and issues, but that confidential information could be used adversely against them.

Similarly, is it possible for an NGO to really partner with a company whose operations they have criticised for years, without opening themselves up to allegations of selling their integrity and risk their support base turning against them? It is intrinsic for NGO’s to ensure they are consistent in upholding their values and effectively evaluate a risk to brand reputation.

Whilst increased collaboration through multiple actors working together is more complex, it can bring a whole host of positive unintended consequences which add value and unlock new opportunities for all. Only through championing this new approach will we be able to adopt more a systems thinking approach in working towards driving as much impact as possible. The time is now for businesses, governments and NGOs to adopt a multifocal view and address issues which may be outside of the natural focus of their mission in order to collectively deliver far more holistic and transformational solutions.

.....
Emma Darroch, Partnership Executive,
WWF UK

A BOOST FOR INCLUSIVE BUSINESS

MULTINATIONAL CORPORATIONS (MNCs), LOOKING TO COMBINE PROFIT AND PURPOSE, HAVE STRUGGLED TO IMPLEMENT COMMERCIALY SUSTAINABLE INCLUSIVE BUSINESS MODELS THAT GO TO SCALE.

The barriers to success are often internal. [Inclusive Business Boost](#)¹ is launching five reports from expert organisations to help MNCs identify and address these constraints. The guidance is practical and based on real-life experience.

INCLUSIVE BUSINESS: AN OPPORTUNITY FOR MNCs

[Inclusive business](#)² offers an exciting and valuable market opportunity while providing the most direct and authentic link possible between a company's purpose and its operations. It could be worth more than US\$12 trillion annually for the private sector in 2030, according to research commissioned by the [Business and Sustainable Development Commission](#)³.

However, many MNCs are struggling to achieve this. Over the last decade, [Hystra](#)⁴ has analysed over 1,500 inclusive business initiatives in emerging markets and estimate that fewer than 100 of these had the potential to achieve economic sustainability and scale - and only a portion of these actually did.

GOOD NEWS: HELP IS ON ITS WAY!

[Inclusive Business Boost](#), part of the DFID-funded [Business Innovation Facility](#)⁵, has supported the development of knowledge products that aim to help MNCs identify and address these internal constraints. To date, it has supported five unique pieces of research and analysis developed by leading inclusive business consultancies and networks, including Business Fights Poverty. The reports are aimed at 'doers' within MNCs - intrapreneurs throughout the company, innovation leads and strategy teams.

The Inclusive Business Boost research should encourage intrapreneurs - and their leaders - to take a fresh look at inclusive business, by answering questions such as:

1. ARE YOUR COMPANY'S MANAGEMENT PRACTICES UP TO SCRATCH TO SUPPORT INCLUSIVE BUSINESS?

[Essilor](#)⁶ has made a commitment to create 40,000 primary eye care jobs in underserved regions and improve health outcomes, productivity and wellbeing for more than 50 million low-income people. Essilor's inclusive business mission is integrated across all departments with incentive schemes that combine financial targets with social benefit and other effective management practices that support inclusive business. How well is your company doing this? Look out for a report and benchmarking tool on the way from [Business Call to Action](#)⁷ to help you do this.

2. ARE YOU INSPIRING AND SUPPORTING YOUR EMPLOYEES TO BECOME INNOVATORS?

Pearson launched their Tomorrow's Markets Incubator in 2016 to innovate new products and services that help to meet the need for access to high-quality education and learning solutions in low-income and underserved communities. Since launching, the incubator has received over 250 new business concepts from across the business, of which 25 projects have been selected for incubation. Does your company do enough to embed an innovation and growth mindset within the company, as Pearson does? [Business Fights Poverty and the League of Intrapreneurs](#)⁸ have produced a great guide to creating an intrapreneurship ecosystem.

3. SHOULD YOUR COMPANY MAKE OR BUY INCLUSIVE INNOVATION?

Many MNCs have a default position for trying to develop and grow their own inclusive business initiatives, but there are situations where it makes more sense to buy a successful social enterprise. When Engie started its BOP engagement in 2011, it aimed to fulfil its mission of "clean and sustainable Energy for All". For this purpose, the company set up Rassembleurs d'Énergie, its own impact investment fund that invests in promising energy start-ups. Does your company recognise that buying in social innovation is an option? [Endeva's report](#)⁹ explores the benefits of corporate venturing.

4. CAN YOUR COMPANY REPLICATE WHAT NEW TECH GIANTS ARE DOING TO REACH THE BOP?

GOJEK was established in 2010 as a motorcycle ride-hailing phone service in Indonesia. GOJEK has since evolved to provide on-demand transport and lifestyle services operating in 50 cities across South East Asia and has a 'decacorn' valuation of over US\$10bn¹⁰. What lessons can more established MNCs learn from GOJEK's business model? [ADP](#)¹¹ has identified the trends shaping the new business models that enable us to reimagine inclusive business.

5. ARE YOU DOING ENOUGH TO LEARN FROM WHICH APPROACHES TO INCLUSIVE BUSINESS INITIATIVES GO WELL, AND WHICH ARE LESS SUCCESSFUL?

One of the reports includes reflections from Emmanuel Léger, who launched the Total Access to Energy Solutions initiative (TATES), which has played a key role in structuring the solar lantern industry, having sold over 2.7 million solar lights through Total gas stations and distribution partners. Are you able to learn as effectively as Emmanuel has done? [Hystra's wide-ranging paper](#)¹² has many hard-won lessons from people who have pioneered many of the successful inclusive business models we know.

ARE THE ANSWERS IN SIGHT?

As the reports show, some MNCs have found answers that enable them to make a huge difference to many people living on low incomes without access to high-quality products and services. The Inclusive Business Boost partners are working together to convert MNCs into the development powerhouses they have the potential to be. Come and join us.

.....
Tom Harrison, Technical Director,
Business Innovation Facility

Many MNCs have a default position for trying to develop and grow their own inclusive business initiatives, but there are situations where it makes more sense to buy a successful social enterprise.

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GET INVOLVED

WE ARE EXPLORING POTENTIAL CHALLENGES ON THE SOCIAL ASPECTS OF TACKLING PLASTICS POLLUTION, FARMER LIVELIHOODS, IMPACT MEASUREMENT AND THE FUTURE OF WORK. IF YOU HAVE A NEW IDEA, PLEASE GET IN TOUCH!

EVERYTHING WE DO AT BUSINESS FIGHTS POVERTY IS DRIVEN BY A BELIEF IN THE POWER OF PURPOSEFUL COLLABORATION - THE SIMPLE IDEA THAT WHEN YOU BRING TOGETHER THE RIGHT PEOPLE AROUND A SHARED CHALLENGE, WITH A FOCUS ON DELIVERING A VALUABLE OUTPUT IN A CLEAR TIMEFRAME, YOU CREATE THE SPACE FOR GENERATING POWERFUL INSIGHTS AND DEEPER RELATIONSHIPS.

Since we started on our journey in 2005, we have learnt a great deal about collaboration. Most important is the understanding of the huge potential that lies in connecting practitioners and experts across sectors, organisations and geographies. We are grateful for the engagement of our network of over 20,000 professionals and close to 100 content partners.

We encourage you to get involved - whether that is sharing your insights and stories through an article for our website, creating a community profile to help others connect with you, joining one of our monthly online discussions, attending one of our many in-person gatherings, or joining one of our collaborative Challenges.

Our Challenge approach brings together people from across our community and beyond who are passionate about tackling specific societal issues. Each Challenge starts by convening the best people from (and beyond) our global network; co-creating a solution through an interactive process of engagement and analysis that leads to a valuable output within a clear timeframe of 3 to 9 months; and communicating the outputs in a targeted way.

We have run nearly 20 Challenges in the last couple of years on a wide variety of topics ranging from farmer livelihoods to corporate social innovation, from advocacy partnerships to scaling inclusive distribution models. We have new Challenges focused on:

WHAT ROLE CAN BUSINESS PLAY IN TACKLING GENDER-BASED VIOLENCE?

HOW CAN BUSINESS ADVANCE GENDER EQUALITY ACROSS THE VALUE CHAIN BY ENGAGING MEN AS ALLIES?

WHAT CAN LARGE BUSINESSES DO TO STRENGTHEN MICRO, SMALL AND MEDIUM ENTERPRISE ECOSYSTEMS IN FRONTIER MARKETS?

HOW CAN WE EMBED PURPOSE AUTHENTICALLY INTO BUSINESS?

HOW CAN CONSUMER GOODS COMPANIES HARNESS TECHNOLOGY TO MOST EFFECTIVELY TACKLE MODERN SLAVERY IN THEIR SUPPLY CHAIN?

We are exploring potential Challenges on the social aspects of tackling plastics pollution, farmer livelihoods, impact measurement and the future of work. If you have a new idea, please get in touch!

If you work for a university, think tank or NGO, please consider joining us as a Content Partner. If you are looking to showcase the work you are doing or share your ideas with the business and sustainable development community, becoming a Content Partner is a unique opportunity to build a meaningful conversation with our audience of professionals.

If you work for a company, please get in touch to see whether we can help you access fresh solutions to complex implementation challenges, build meaningful relationships with peers and stakeholders, or develop new stand-out, thought leadership on a priority issue.

We are grateful to our many supporters and partners, listed on our website. We are proud to be an award-winning B Corp, reflecting the values that sit at the heart of our organisation.

11/7 **EVENT: BUSINESS FIGHTS POVERTY OXFORD 2019**

Our annual flagship event at Saïd Business School, University of Oxford, will this year focus on how to embed purpose authentically within business. There is a clear and deepening frustration amongst some with the rhetoric of “purpose”. For those of us who believe in the power of business to do good, this is an opportunity for some honest self-reflection. This one-day event supported by GSK, Visa and Unilever will bring together 300 professionals and practitioners working to embed purpose authentically within business. The event will combine inspiring plenaries with practical deep-dive knowledge zones focused on: purpose, social innovation, women’s equality, economic opportunity, human rights, and partnership.

11th Jul 19 / 9:00 to 18:00 BST / Saïd Business School

11/7 **ONLINE DISCUSSION: HOW CAN WE SAVE PURPOSE FROM PURPOSE-WASH? LIVE FROM #BFPOXFORD**

We recognise that we need to move beyond the rhetoric of purpose and embed it meaningfully and consistently across business. We all have the desire for real actions, authenticity and impact.

Please join us for an open discussion about how this can be done, looking at case studies where progress is being made and where actions are falling short.

11th Jul 19 / 15:00 BST / 10:00 EDT

23/9 **EVENT: BUSINESS FIGHTS POVERTY NYC**

Join us for an inspiring and action-focused half-day event on how business, government and civil society are collaborating to deliver

the Sustainable Development Goals. Timed to coincide with the UN General Assembly, our annual Business Fights Poverty NYC event brings together over 100 senior business professionals and development partners. The event, supported by Credit Suisse, CDC and Visa, combines inspiring panel discussions with opportunities for genuine peer engagement and networking. The event will include a set of themed collaboration lunches.

23rd Sept 19 / 10:00 to 14:30 EDT/ New York

Sept **ONLINE DISCUSSION: WHAT CAN LARGE BUSINESSES DO TO STRENGTHEN SME ECOSYSTEMS IN FRONTIER MARKETS?**

Large businesses operating in frontier markets rely on many Small and Medium Enterprises (SMEs) in their value chain. We will explore how businesses can enhance the effectiveness of their SME support, by taking a more holistic approach; one that starts from an understanding of the wider business ecosystem in which SMEs operate and the multiple external barriers to growth that they face. Why, when and how should business take an ecosystems approach to SME development?

TBC Sep / 15:00 BST / 10:00 EDT

Sept **ONLINE DISCUSSION: HOW CAN CORPORATE IMPACT VENTURING HELP CIRCUMVENT CONSTRAINTS TO SCALING INCLUSIVE BUSINESS?**

Based on the research conducted by Endeavor, the three main constraints to scaling inclusive business are a lack of leadership support and conducive structures and processes; long gestation periods and low margins; and a lack of suitable talent and insight. This discussion will explore how

Corporate Impact Venturing can circumvent these constraints by buying inclusive businesses externally. This event is part of the [Inclusive Business Boost](#) series funded by the UK Department for International Development

TBC Sep / 15:00 BST / 10:00 EDT

Oct **ONLINE DISCUSSION: HOW CAN CORPORATIONS DEVELOP AND TAILOR MANAGEMENT PRACTICES TO INCLUSIVE BUSINESS?**

Based on the Business Call to Action’s findings drawn from a decade of experience engaging with Inclusive Business (IB) globally, this discussion will explore the constraints within multinational corporations (MNCs) that are preventing the uptake and internalisation of IB models and the specific management practices that MNCs adopt or develop for their IB. This event is part of the [Inclusive Business Boost](#) series funded by the UK Department for International Development.

TBC Oct / 15:00 BST / 10:00 EDT

<https://snipbfp.org/Events-2>



LEARN MORE

Dates and times subject to change, please refer to the Business Fights Poverty website for up-to-date information.



**AT BUSINESS FIGHTS
POVERTY, WE BELIEVE IN
THE POWER OF PURPOSEFUL
COLLABORATION.**

WE HELP COMPANIES AND THEIR
PARTNERS ACCESS THE INSIGHTS AND
RELATIONSHIPS THEY NEED TO UNLOCK
NEW OPPORTUNITIES FOR SOCIAL IMPACT.

businessfightspoverty.org



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