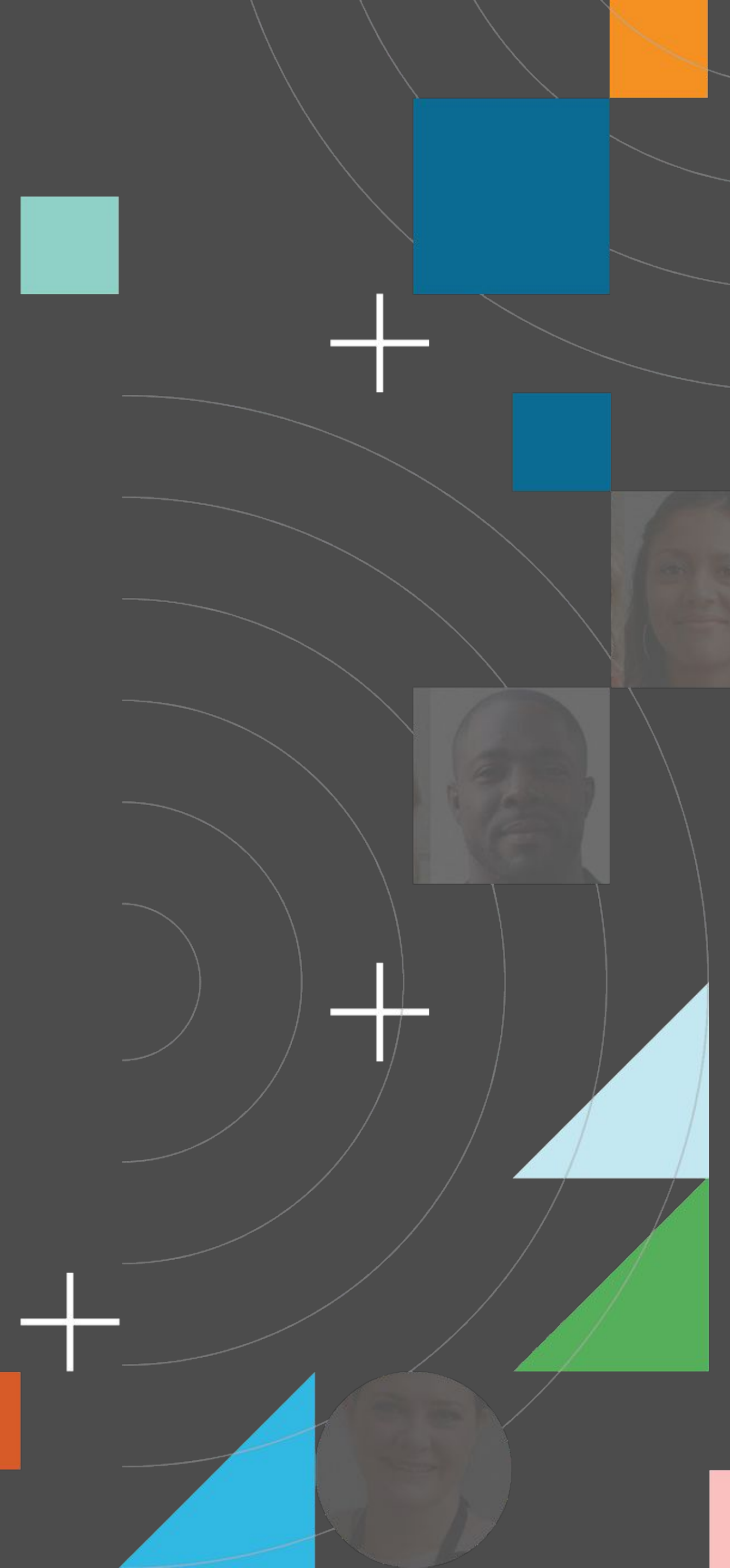


# Better Business for a Better World

A guide for SMEs that want to thrive

Based on CSIRO's Australian National Outlook



# Why read this guide?

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Understanding the big picture view of where Australia is heading, and the opportunities this creates for small to medium enterprises (SMEs), will help position your business to thrive now and into the future.

This guide includes:

- a quick overview of the macro trends impacting SMEs
- high-growth potential business opportunities you can pursue
- business innovations you can adopt
- profiles of SMEs that are shifting in the right direction.

This guide is based on CSIRO's *Australian National Outlook* (ANO). CSIRO and NAB partnered to lead the project, combining their scientific and business expertise. The ANO features integrated modelling and extensive research with insights from leaders of more than 20 non-government organisations across industry, the not for profit and education sectors.

The report outlines future scenarios facing Australia's economy, environment and society and the levers we can pull to ensure Australia has a great future.



B Lab Australia and New Zealand has dived deep into CSIRO's extensive research to craft this guide for SMEs.

We bring our unique perspective as part of a global network of leaders in the field of responsible business, driving companies towards high standards of performance, accountability, and transparency. To date the global B Lab network has supported close to 2,900 businesses in 130 industries and over 70 countries to become Certified B Corporations.

SMEs have a critical role to play in quickly adapting to the changing environment, and spurring the action in larger businesses and government.



# Australia's future challenges: opportunities for SMEs

*“Australia is at risk of falling into a slow decline if no action is taken on its most significant economic, social and environmental challenges.”*

CSIRO, Australian National Outlook, 2019.

**Rise of Asia** “By 2030, the Asia–Pacific region will be home to 65 percent of the world’s middle class.<sup>1</sup>” Australia’s business mix needs to shift from minerals, energy and agriculture exports to value added exports that meet the needs of buyers in Asia.

**Climate Change** poses a significant economic, environmental and social threat globally and for Australia.<sup>2</sup> Australian businesses will need to adapt their operations to suit higher temperatures and more extreme weather events. Businesses along the coast will need to prepare for sea level rises, and those reliant on natural resource inputs will need to deal with ocean acidification and lower ecosystem diversity.

**Technological Change** “Artificial intelligence, automation and advances in biotechnology are transforming existing industries and changing the skills required for high-quality jobs.”<sup>3</sup> Unless Australia can reverse recent declines in educational outcomes,<sup>4</sup> it will be harder for businesses to access the talent needed for the jobs of tomorrow.

**Trust** in governments, businesses, non-governmental organisations and the media has declined.<sup>5</sup> Unless trust can be restored, businesses will find it difficult to implement long-term strategies.

**Demographics** is growing and ageing, putting pressure on cities, infrastructure and public services.” For business this means more older workers and more workers living on city outskirts travelling further to their jobs.

**Social Cohesion** “Cohesion measures have declined over the past decade, with many Australians feeling left behind.”<sup>6</sup> Financial stress, slow wage growth and poor housing affordability, are putting pressure on business owners and employees that carry into the workplace.

Based on CSIRO (2019) Australian National Outlook, 2019. CSIRO

**Government and Big Business cannot solve these challenges alone. Is your SME ready to contribute?**

<sup>1</sup> Kharas H (2017) The Unprecedented Expansion of the Global Middle Class: An Update. Brookings Institution

<sup>2</sup> CSIRO, Bureau of Meteorology (2016) State of the Climate 2016. CSIRO

<sup>3</sup> Schwab K (2016) The Fourth Industrial Revolution: what it means, how to respond. World Economic Forum

<sup>4</sup> Thomson S et al. (2015) PISA 2015: A first look at Australia's Results. Australian Council for Educational Research

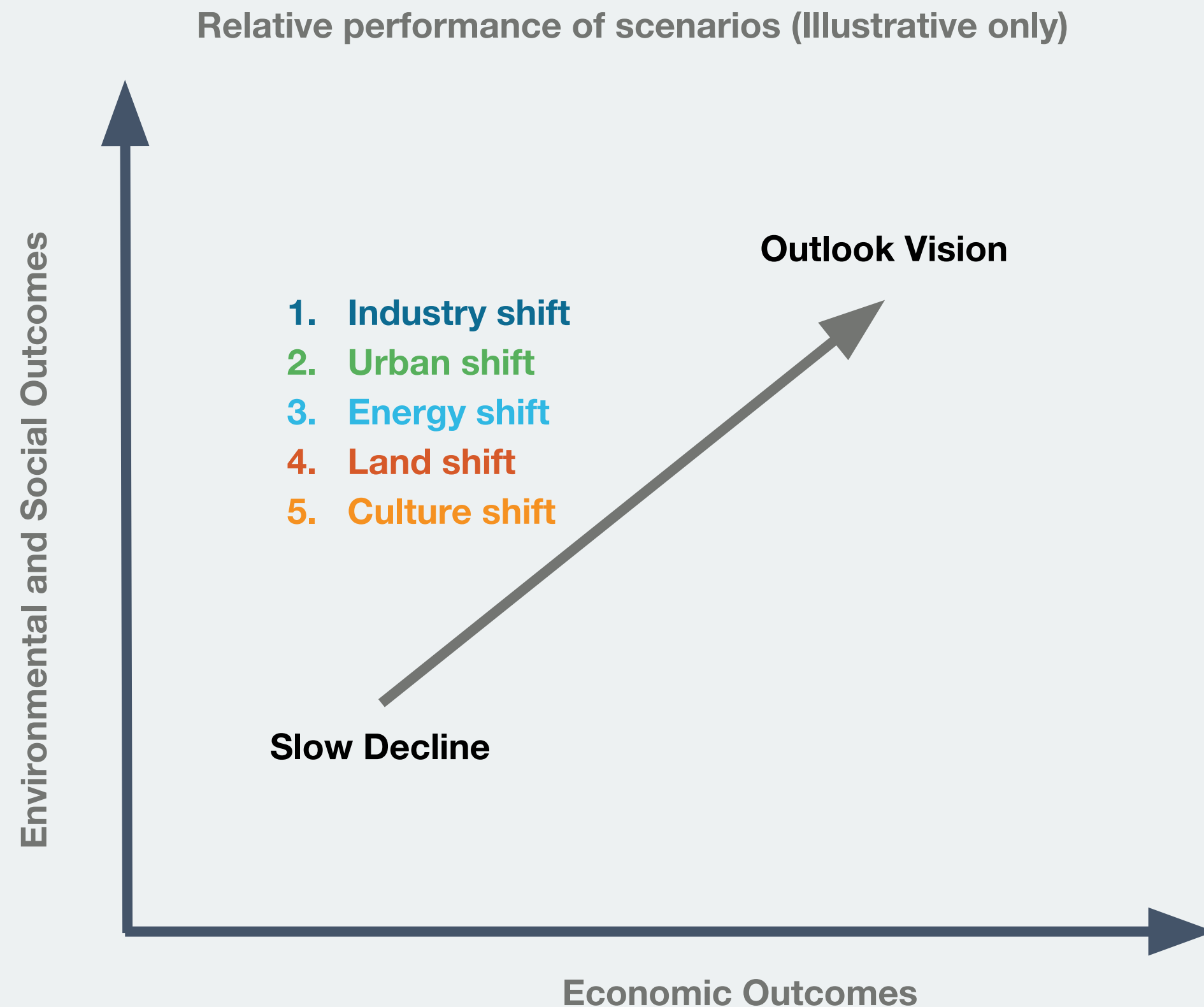
<sup>5</sup> Edelman (2018) 2018 Edelman Trust Barometer global report. Edelman

<sup>6</sup> The Scanlon Foundation (2017) Mapping social cohesion 2017. Monash University



# A prosperous future for Australia, your SME and you

Together, Australians must make five core shifts to avoid Slow Decline and reach our full potential (the Outlook Vision) by 2060.



Based on CSIRO (2019) Australian National Outlook, 2019. CSIRO

Businesses will get real benefits from making the five core shifts needed to reach the Outlook Vision. CSIRO's predictions for Australia in 2060 in the Outlook Vision and Slow Decline scenarios is shown below:

## Jobs, investment and innovation

- GDP grows at 2.75-2.8% annually; compared to 2.1% annually

## Consumer spending

- Real wages are 90% high in 2060 than today; compared to 40% higher
- Households spend up to 64% less on electricity as a percentage of income; compared to 38% less

## Employee wellbeing

- Average urban vehicle kilometers travelled per capita reduced by 33-45% with greater uptake of mass transit; compared to 25%

## Improved primary resources

- Returns to landholders increase by \$42-84bn to 2060; compared to \$18bn

*“In the Outlook Vision, Australia takes decisive action and a long-term view, achieving more positive outcomes.”*

CSIRO (2019) Australian National Outlook, 2019. CSIRO

# How to read this guide

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The remainder of this guide explores how SMEs can make the five core shifts (see previous page). Each core shift section includes levers, high growth industries and innovation checklist on one page (see below), followed by a Certified B Corporation (B Corp) case study to demonstrate how they are thriving by making the shift (see right).

## Levers to achieve the shift

The types of changes, assumptions and actions that will need to occur to achieve the shift, based on CSIRO's synthesis of modelling and analysis of ANO participants' inputs.

## High growth potential industries

New forms of competitive advantage for SMEs to pursue, identified by CSIRO. NB CSIRO cautions against 'picking winners'. The examples in this guide are not exhaustive, are intended to spur discussion. Their inclusion does not signify B Lab AuNZ endorsement.

## Innovation checklist for your SME

Innovations that SMEs can adopt to have a more sustainable future, based on B Lab AuNZ's analysis of CSIRO's levers. Use the checklist to identify which innovations suit your business and your innovation readiness.

B Corps are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. The B Corps selected are exemplars of businesses that are making the core shifts. The case studies have three parts:



## Profile

Description of what the business does

## How the business exemplifies the shift

Description of the business model or operations that the business is using that aligns with the core shift

## B Impact

Businesses use the B Impact Assessment ([www.bimpactassessment.net](http://www.bimpactassessment.net)) to measure their performance in five impact areas: governance, workers, customers, community, and the environment. These areas align to the core shifts (see p.16). The B Impact Score is the verified result of the B Impact Assessment earned by B Corps (who must achieve 80+ points out of 200 across all impact areas).







# 1. Industry shift: a revitalised, resilient economy

*“In the Outlook Vision, Australia has a productive, inclusive and resilient economy with new strengths in both its domestic and export sectors.”<sup>1</sup>*

## Levers to achieve the industry shift

- Adopt technology** Increase the adoption of technology to boost productivity in existing and new industries
- Build human capital** Invest in skills to ensure a globally competitive workforce that is prepared for technology enabled jobs of the future
- Pursue new growth industries** Develop new export-facing growth industries that draw on Australia’s strengths and build competitive advantage in global markets and value chains

## High-growth potential industries

- Education** Interactive experiences through machine learning and augmented reality
- Healthcare** Predictive data platforms and analytics to inform precision interventions
- Mining** Advanced sensing technology to reach beyond near-surface deposit
- Construction** Virtual design tools, advanced materials, automated modular construction

## Innovation checklist for your SME

Tick the boxes below to see if you are ready to make the industry shift.

Innovations	Not relevant	Not ready	Ready
Learning and development opportunities for your staff/team build the cognitive, creative, social and translational skills needed in the future workforce (e.g. <a href="#">Global Leadership Foundation</a> )			
Your business collaborates in global supply chains, across sectors and/or with research organisations to adopt and adapt emerging technologies (e.g. <a href="#">Expert Connect</a> )			
Your business has a plan to re-skill and offer job mobility to employees impacted by technological disruption (e.g. from AI, automation)			
Your business has explored opportunities to automate manual or time consuming tasks (e.g. via <a href="#">Innovative Manufacturing</a> )			

*Australian SMEs are 29th out of 29 OECD countries for collaborating with higher education or other non-commercial research institutions, and are 21st out of 30 countries for collaborating on innovation.<sup>2</sup>*





# 1. Industry shift: case study

## aspenmedical

### Profile

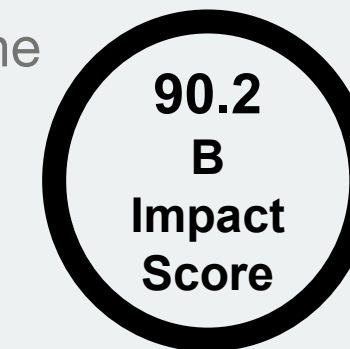
Aspen Medical is a multi-award winning, global provider of guaranteed and innovative healthcare solutions across a diverse range clients in the Defence, Government, Humanitarian, Public Healthcare, Resources and Extractives and Indigenous health sectors. The company specialises in providing healthcare solutions in any setting but particularly those that are remote, challenging or under-resourced (see right).

### How Aspen Medical exemplifies the shift

“Pursuing growth industries”<sup>1</sup> is one of three levers that support a revitalised, resilient economy. Aspen Medical draws on Australia’s human capital strengths to build competitive advantage in global markets (e.g. including in Fiji, Solomon Islands and Iraq) and value chains. Aspen’s Mobile Surgical Unit highlights how innovation and technology has created a new market opportunity. The Unit enables hospitals to maintain activity during refurbishments or other temporary shutdowns. Aspen Medical was recognised as Exporter of the Year at the 2018 Australian Export Awards.

### B Impact

Aspen Medical excels in the Customers section of the B Impact Assessment (BIA). They have achieved 30 points for improving/maintaining wellness as their healthcare service directly prevents illness for their customers.



*“As a private commercial company working to deliver healthcare in some of the world's most challenging environments for some of the world’s most vulnerable people, being a B Corp ensures that our customers know that we hold ourselves to the highest standards of behaviour. This certification is a key differentiator for us in the global marketplace.”*

Glenn Keys, Executive Chairman, Aspen Medical



<sup>1</sup> CSIRO (2019) Australian National Outlook, 2019. CSIRO





## 2. Urban shift: World-class cities

*“In the Outlook Vision, Australia has well-connected, affordable capital and satellite cities that offer equal access to quality jobs, lifestyle amenities, education and health services.”<sup>1</sup>*

### Levers to achieve the urban shift

- Plan for multicentre cities** Plan for higher-density, multicentre and well-connected capital cities to reduce urban sprawl and congestion.
- Diversify housing and land use** Create mixed land use zones with diverse high-quality housing options to bring people closer to jobs, services and amenities.
- Enhance transport infrastructure** Invest in transportation infrastructure, including mass-transit, autonomous vehicles and active transit, such as walking and cycling.

### High-growth potential industries

- Construction** Virtual design tools, analytics for project tracking, asset management and staffing, alternative materials development, construction automation technology
- Transport** Autonomous mass transit vehicles, electric vehicles and supporting infrastructure, ride sharing

### Innovation checklist for your SME

Tick the boxes below to see if you are ready to make the urban shift.

Innovations	Not relevant	Not ready	Ready
Your business is located in neighbourhood/s that house people with a diversity of skills, knowledge and entrepreneurial aptitude - which may be in new urban centres (use <a href="#">Innovation Map</a> to pinpoint)			
Your business is housed in “green buildings” that are in high-density areas and connected into active transport options (e.g. with a high <a href="#">Green Star</a> rating)			
You substitute private vehicle fleets arrangements with vehicle sharing (e.g. <a href="#">Car Next Door</a> )			
You provide electric vehicle charging and bicycle infrastructure to your employees on site or nearby to encourage low emissions transport choices (e.g. <a href="#">EV Car Charging Stations</a> )			

*“A single centre can become a stumbling block for better living, business and mobility; for example, Toronto has large subcentres outside of the core city, Paris and San Francisco have two established central business districts.”<sup>2</sup>*





## 2. Urban shift: case study



### Profile

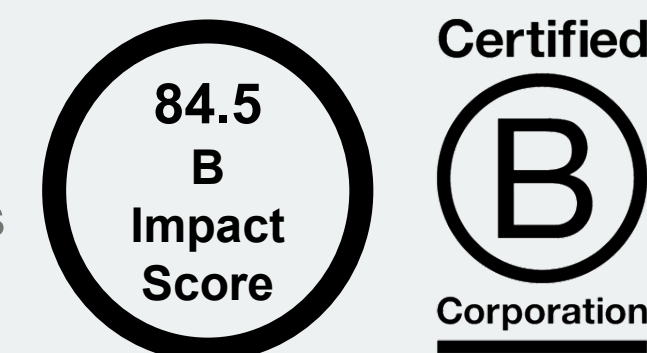
The Space Agency is a strategic consultancy that specialises in transitioning new, under-performing or challenging properties and precincts into destinations. They create temporary spaces and implement short-term tactics that take places from where they are to where they want to be. They work with developers, asset managers and government to design and implement strategies that increase the earning and engagement potential of new, underperforming or under-utilised properties and precincts.

### How The Space Agency exemplifies the shift

“Creating exciting hubs that are well connected through comparably populated economic corridors”<sup>1</sup> is part of one of three levers that support the development of world-class cities. The Space Agency works with large corporates, utilities and local governments on well-planned and attractive ways to use space.

### B Impact

The Space Agency excels in the Workers impact area of the B Impact Assessment (BIA). Scoring highly in workers benefits, compensation and wages as well as management and worker communication helping them to achieve 33.1 points in the workers section of the BIA.



City of Melbourne University Square Community Engagement

### Business success

The Space Agency has recently advised prominent organisations including Woolworths, City of Melbourne, City of Yarra, and Melbourne Metro Rail.

<sup>1</sup> CSIRO (2019) Australian National Outlook, 2019. CSIRO





# 3. Energy shift: affordable, reliable, low-emission

*“In the Outlook Vision, Australian energy productivity and low-emission technologies offer affordable, reliable energy and create new opportunities and sources of comparative advantage.”<sup>1</sup>*

## Levers to achieve the energy shift

- Transition to low-emissions electricity** Investment in an affordable, reliable, low-emission electricity system delivers more electricity with almost no greenhouse gas emissions for industrial, transport and domestic needs.”
- Improve energy productivity** Businesses and households can use readily available technologies to get more value from each unit of energy, or switch to using lower-cost, low-emission electricity
- Develop new energy exports** Invest in transportation infrastructure, including mass-transit, autonomous vehicles and active transit, such as walking and cycling.

## High-growth potential industries

- Metals** Consolidated local battery value chain incl recycling
- Hydrogen** Low emission hydrogen energy supply chains incl batteries
- Energy** Decentralised energy storage, digital controls of distribution and transmission networks

## Innovation checklist for your SME

Tick the boxes below to see if you are ready to make the energy shift.

Innovations	Not relevant	Not ready	Ready
Your business has lower-cost, low-emission electricity (e.g. natural gas to low carbon electricity)			
Your business uses <a href="#">energy efficient appliances</a> (e.g. electrical space heating rather than gas heating, solar panels)			
Your business vehicles and equipment are powered by low-emissions fuel			
Your business has explored how it could help others make the energy shift (e.g. offering discounted access to finance for energy efficiency improvements)			
Your business is reducing carbon production (e.g. minimising waste to landfill)			
Your business purchases carbon offsets for emissions (e.g. <a href="#">National Carbon Offset Standard</a> )			

*“Energy productivity can improve the competitiveness of Australian businesses.”<sup>2</sup>*





# 3. Energy shift: case study



## Profile

Hepburn Wind is the operator of Australia’s first community-owned wind farm. Located at Leonards Hill, the wind farm hosts two turbines called Gale and Gusto, who have been producing enough clean energy for over 2000 homes since 2011. With 2002 member shareholders, there is a shared desire to take action against climate change, and directly benefit the community.

## How Hepburn Wind exemplifies the shift

“Transition to low-emissions electricity” is one of three levers that support the energy shift. Hepburn Wind has enabled Australians to invest in affordable, reliable, low-emissions energy.<sup>1</sup>

*“As a first mover in community energy, we are helping our shire to transition to zero-net energy by 2025 and carbon neutrality by 2030. In addition to our wind farm, we are looking to develop Australia's first community-owned hybrid wind and solar farm, with the development of a 3MW solar farm on site.”*

Tanya Lane, General Manager, Hepburn Wind Farm

## B Impact

Hepburn Wind excels in the Environmental impact area of the BIA. With their commitment to transitioning to clean energy sources they scored 26.7 points for Renewable or Clean Energy Burning. They also score highly in the Community impact area achieving 19.3 points for Local Economic Development.



*“Being a Certified B Corporation adds value and rigour to the existing seven Cooperative Principles that we operate under. Further it provides a stronger environmental and social impact element to our operations and ensures we are recognised for our work in this.”*

Tanya Lane, General Manager,  
Hepburn Wind

Hepburn Wind Farm

<sup>1</sup> CSIRO (2019) Australian National Outlook, 2019. CSIRO





# 4. Land shift: healthy and productive landscapes

*“In the Outlook Vision, Australia’s landscapes are filled with a profitable and sustainable mosaic of food, fibre production, carbon sequestration and biodiversity.”<sup>1</sup>*

## Levers to achieve the land shift

- Invest in productivity** Investment in an affordable, reliable, low-emission electricity system delivers more electricity with almost no greenhouse gas emissions for industrial, transport and domestic needs.”
- Participate in new agricultural and environmental markets** Businesses and households can use readily available technologies to get more value from each unit of energy, or switch to using lower-cost, low-emission electricity
- Restore ecosystem health** Invest in transportation infrastructure, including mass-transit, autonomous vehicles and active transit, such as walking and cycling.

## High-growth potential industries

- Agriculture** Genomic technologies to improve drought tolerance, precision water management
- Forestry** Carbon sequestration and biodiversity restoration plantations (including supply chains)

## Innovation checklist for your SME

Tick the boxes below to see if you are ready to make the land shift.

Innovations	Not relevant	Not ready	Ready
For non-land based businesses:			
Your business provides financial products that incentivise sustainable agriculture (e.g. recognising income from <a href="#">carbon farming</a> )			
Your business sources products from farmers and suppliers using sustainable practices (e.g. <a href="#">Certified B Corporations</a> )			
Your business is measuring and managing its impact on natural ecosystems (e.g. by using the <a href="#">B Impact Assessment</a> )			
For land based businesses:			
Your business uses emerging technologies (e.g. sensors for real-time decision support, genomic insights) across your full supply chain			
Your business sequesters carbon through planting, reforestation and/or biosequestration			

<sup>1</sup> CSIRO (2019) Australian National Outlook, 2019. CSIRO





# 4. Land shift: case study



## Profile

New Forests is a sustainable real assets investment manager offering leading-edge strategies in forestry, land management, and conservation. New Forests invests in sustainable forestry, oriented to meeting rising timber demand in the Asia-Pacific region through sustainable practices that align conservation and production values in the landscape.

## How New Forests exemplifies the shift

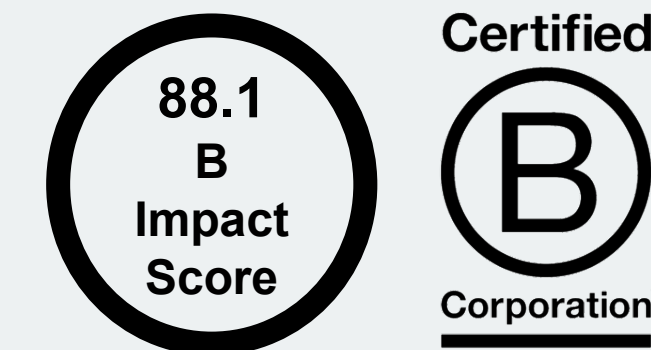
“Investing in productivity” by using natural assets more efficiently is one of three levers that support the land shift.<sup>1</sup>

*“We bring institutional and impact capital together with our forestry investment expertise to enhance forest productivity, increase the value of forests through managing ecosystem services, and seek to generate shared prosperity through aligning investments to local needs and opportunities.”*

MaryKate Bullen, Director - Sustainability and Communications, New Forests

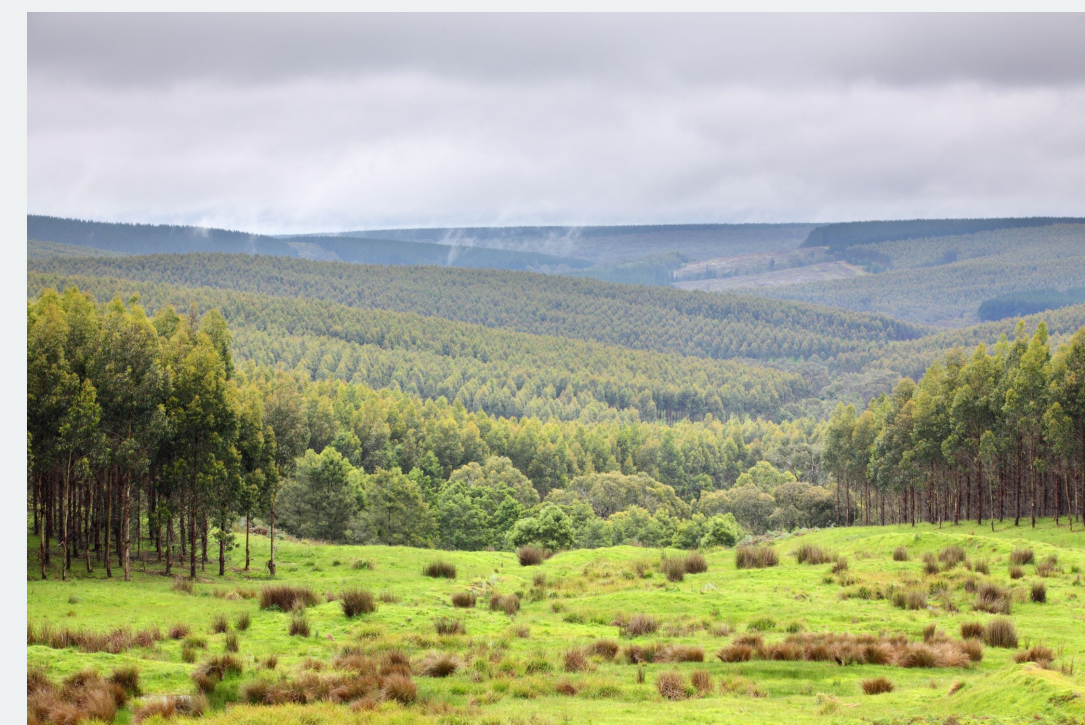
## B Impact

New Forests excels in the Customers impact area of the B Impact Assessment. They receive points in this section for their various investment funds which leverages institutional funds to invest in land management and conservation in forestry.



*“Since becoming a B Corp, we have used our inaugural B Impact Assessment performance as a benchmark for progress as we strive for excellence in our business operations.”*

MaryKate Bullen, Director - Sustainability and Communications, New Forests



## Business success

New Forests manages \$5.2 billion in assets with more than 950,000 hectares of forests and land around the world. New Forests operates regional forestry investment programs for institutional and impact investors in Australia and New Zealand, Southeast Asia, and the United States





# 5. Culture shift: inclusive and resilient

*“The Outlook Vision and each of the shifts rely on Australia having the right culture, with inclusive civic and political institutions that foster greater engagement, curiosity, collaboration and solutions.”<sup>1</sup>*

## Levers to achieve the culture shift

- Reforge institutional trust** Earn respect and license to act for business, political and social institutions
- Encourage healthy risk taking** Health risk taking and curiosity to support innovation across the economy and community
- Broaden decision making** Recognition of the importance of social and environmental outcomes in government and business decision making

## High-growth potential industries

- Food manufacturing** Biosensors and blockchain to create a time-stamped ledger of a food’s journey from paddock to plate and improve traceability
- Cyber security** Solutions to ensure operational technology is secured against malicious attack
- Education** Technology-augmented educational experience (i.e. using augmented reality)

## Innovation checklist for your SME

Tick the boxes below to see if you are ready to make the land shift.

Innovations	Not relevant	Not ready	Ready
You consider social and environmental outcomes in how you run your business and your investments (e.g. you use the <a href="#">B Impact Assessment</a> to measure and manage your impact and/or business is a <a href="#">Certified B Corporation</a> )			
Your business takes the lead on change rather than waiting for governments to impose it (e.g. <a href="#">Strong Australia Network</a> )			
Your business encourages your employees to experiment and to learn from failure (e.g. through an <a href="#">Innovation Culture Lab</a> )			
Your business engages across sectors to understand/respond to social and environmental challenges (e.g. <a href="#">Australian National Outlook</a> )			
You and your employees participate in gender and culturally diverse groups (e.g. via <a href="#">Inclusive Design</a> )			
You support the introduction of the <a href="#">Benefit Company</a> status for companies that are for-profit and for-impact			

<sup>1</sup> CSIRO (2019) Australian National Outlook, 2019. CSIRO





# 5. Culture shift: case study



## Profile

Inventium is full of science geeks who stamp out the mountains of fluff in the innovation consultancy space. They apply the latest and greatest findings from psychology and neuroscience to help organisations have an impact through innovation.

## How Inventium exemplifies the shift

“Encouraging healthy risk taking” is one of three levers that support the culture shift. Inventium supports individuals and organisations to create a healthy culture of risk taking and curiosity to support innovation.<sup>1</sup>

*“Inventium has helped over 200,000 people become better innovators with our science-based innovation methodology. We also help organisations develop sustainably innovative cultures which will enable them to successfully navigate the challenges ahead..”*

Dr Amantha Imber, Founder, Inventium

## B Impact

Inventium excels in the Workers impact area of the B Impact Assessment. They have outstanding innovative people practices in their workplace particularly around employee benefits which helped them achieve 32.6 points for the workers section of the BIA.



*“Becoming a BCorp has given us a tangible means of assessing our positive impact which is a core value of our business. It ensures that we remain future focussed, flexible and innovative with our policies and practices, particularly around people.”*

Michelle Le Poidevin, CEO Inventium



## Business success

Inventium’s specialised expertise and unique approach has been utilised by their prominent clients, including Google, Deloitte, Nestle, Cancer Council Australia and Virgin Australia.

<sup>1</sup> CSIRO (2019) Australian National Outlook, 2019. CSIRO

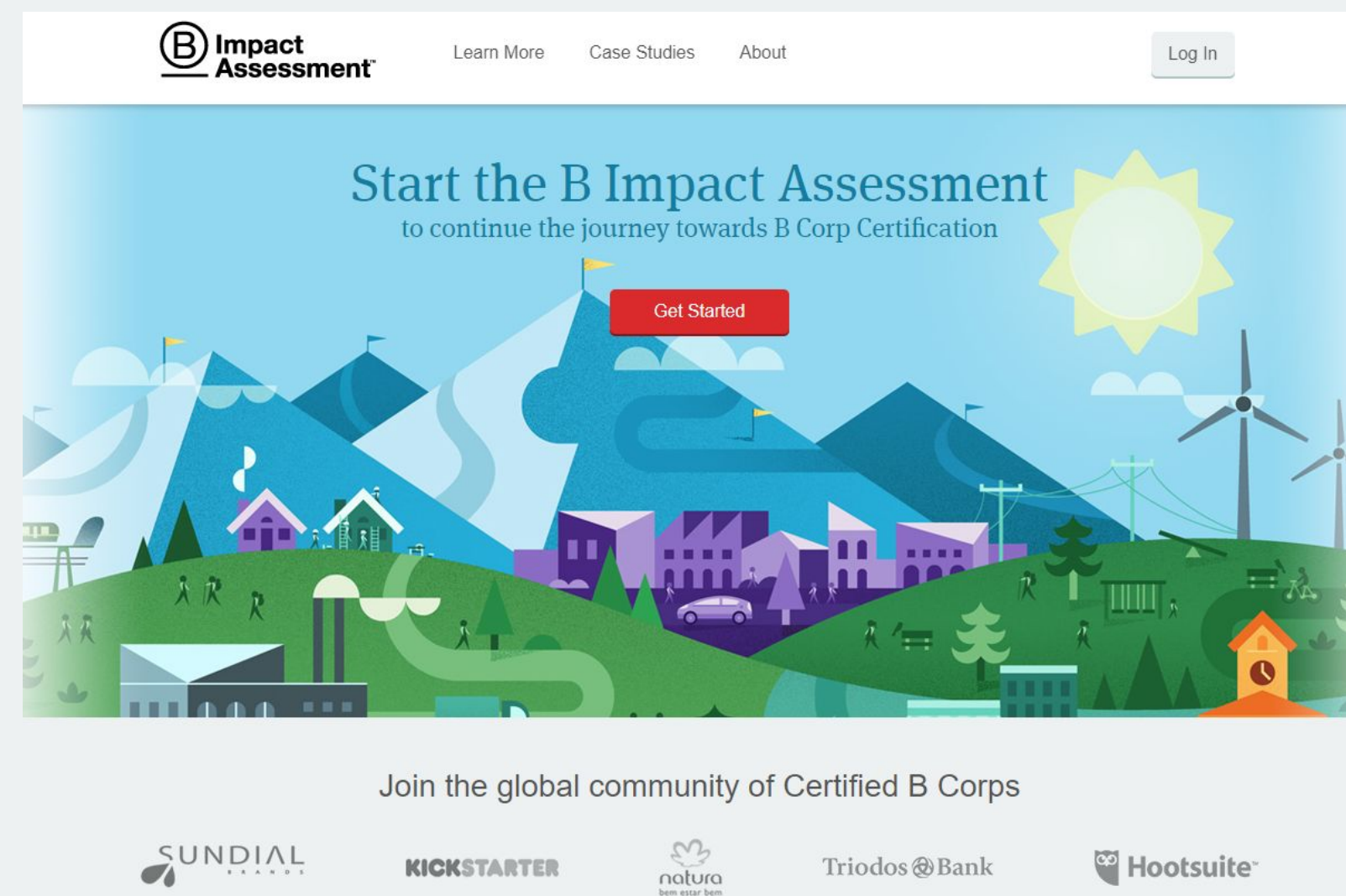


# What's next?

You have the opportunity to grow your business and contribute to a positive future for Australia. Here are our recommended next steps:

1. Explore the high growth potential opportunities that your business could pursue
2. Use the innovation checklist to make your business operations more sustainable
3. Start the B Impact Assessment to understand how your business can thrive making the core shifts:

<https://bimpactassessment.net/bcorporation>



## B Impact Assessment

More than 50,000 businesses worldwide have used the B Impact Assessment (BIA). It is a free, confidential platform designed to help measure and manage your company's positive impact on your workers, community, customers and environment.

The BIA assesses the impact of both your company's day-to-day operations and your business model—both what you do and how you do it. Your responses to the B Impact Assessment determine your total numeric score. B Corp Certification requires a minimum verified total score of 80 across all impact areas. Once achieved, you are connected to a global business community, including Danone, and Unilever subsidiaries.

The core shifts in CSIRO's Australian National Outlook (ANO) map onto the B Impact Assessment Impact Areas and will therefore help you make progress and keep on track with the shifts:

ANO Core Shifts	B Impact Assessment Areas				
	Workers	Community	Environment	Customers	Governance
1. Industry	X			X	
2. Urban		X	X		
3. Energy			X		
4. Land		X	X		
5. Culture	X	X		X	X





# Bonus case study 1 Industry shift

# memobottle™

## Profile

Memobottle is combating the single-use water bottle epidemic through the creation of flat, reusable water bottles that are designed to better fit in your bag.

## How memobottle exemplifies the shift

“Pursuing new growth industries” is one of three levers that support the shift to a revitalised, resilient economy.<sup>1</sup>

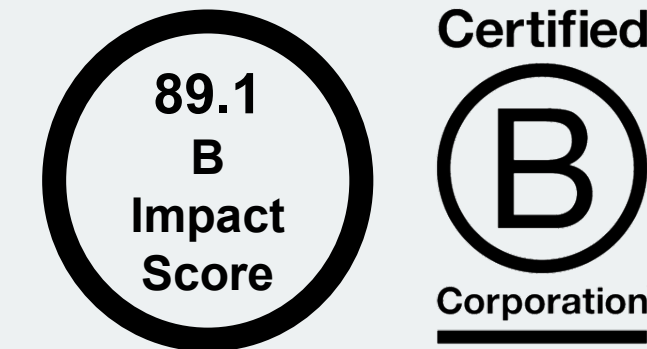
*“We are driving an industry shift within Australia (as well as globally) from single-use to reusable products and practices. The emerging consumer desire for a greener world is creating a huge opportunity for businesses to redefine success through more sustainable practices.”*


Jonathan Byrt, Co-Founder, Memobottle

## B Impact Score

Memobottle excels in the Environmental impact area of the B Impact Assessment. Overall, they have a B Impact Score of 89 points. Memobottle has been recognised for its environmental performance, particularly for toxin reduction/remediation.

The image below is an excerpt of the B Impact Assessment that helps businesses to understand strengths and areas to increase positive impact.



 Environment	39.3
Land, Office, Plant	6.0
Inputs	3.2
Outputs	0.0
Transportation, Distribution & Suppliers	0.0
+ Environment Products & Services Introduction	N/A
+ Resource Conservation	13.9
+ Toxin Reduction / Remediation	15.5
N/A Points	0.6

## Business success

Memobottle’s successful Kickstarter and equity crowdfunding rounds have resulted in a \$9m valuation (at early 2019).

International expansion is Memobottle’s key focus for the short-term.

<sup>1</sup> CSIRO (2019) Australian National Outlook, 2019. CSIRO





# Bonus case study 2 Industry shift



## Profile

KeepCup designed and manufactured the first barista standard reusable cup, designed to replace disposable cups. The goal was always to kick start behaviour change, from discard to reuse – to deliver a positive global campaign that would change the status quo.

## How KeepCup exemplifies the shift

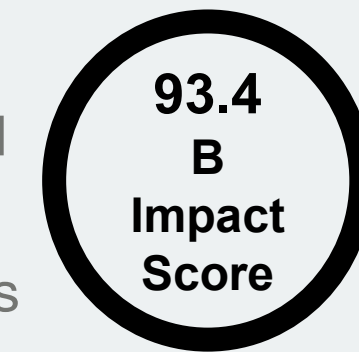
“Pursuing new growth industries” is one of three levers that support the shift to a revitalised, resilient economy.<sup>1</sup> KeepCup has been at the forefront of designing and producing in demand export products.

*"It's a big challenge – but our strategy is to go 'disposable-free.'"*


Abigail Forsyth, Founder, KeepCup

## B Impact Score

KeepCup scores highly in the Environment impact area of the B Impact Assessment. They achieve 39.1 points under Environment and 16.6 of these points come from Resource Conservation which recognizes products/services that reduce resource use and/or limit waste to landfill.



The image below is an excerpt of the B Impact Assessment that helps businesses to understand strengths and areas to increase positive impact.

 <b>Environment</b>	<b>39.1</b>
Land, Office, Plant	5.5
Inputs	8.5
Outputs	2.2
Transportation, Distribution & Suppliers	6.0
+ Environment Products & Services Introduction	N/A
+ Resource Conservation	16.6

## Business success

Today, KeepCups are used in more than 65 countries around the world. KeepCup users divert millions of disposable cups from landfill every day, and through their actions inspire others to do the same.

<sup>1</sup> CSIRO (2019) Australian National Outlook, 2019. CSIRO





# Bonus case study 3 Culture shift



## Profile

Intrepid Group which includes brands like Intrepid Travel and Peregrine Adventures offer an immersive style of adventure travel which benefits both travellers and the people and places they visit. They provide the world’s widest range of adventure tours – or sustainable experience-rich travel. Globally, Intrepid Group has more than 2,100 staff and leaders in 40+ offices.

## How Intrepid Group exemplifies the shift

“Broaden decision making” is one of the key levers of the culture shift.<sup>1</sup> Intrepid Group exemplifies this shift in its ongoing recognition of the importance of social and environmental outcomes in its decision making processes.

*“But we don’t want to just be the best travel company in the world. We want to be the best travel company for the world.”*

James Thornton, CEO, Intrepid Group

## B Impact Score

Intrepid Group scores highly in the governance area of the B Impact Assessment. Intrepid Group performs highly for providing transparency to all stakeholders by publishing an integrated financial, social and environmental annual report.



The image below is an excerpt of the B Impact Assessment that helps businesses to understand strengths and areas to increase positive impact.

	<b>Governance</b>	<b>15.6</b>
	Mission & Engagement	2.6
	Corporate Accountability	1.8
	Ethics	3.0
	Transparency	5.2
	+ Mission Locked	2.7

## Business success

In 2018, Intrepid Group served 431,000 customers and earned \$402m gross revenue. Over \$1.15m was disbursed by the Intrepid Foundation.<sup>2</sup>

<sup>1</sup> CSIRO (2019) Australian National Outlook, 2019. CSIRO  
<sup>2</sup> Intrepid Group (2019) Integrated Annual Report, 2018. Intrepid Group





## B Lab Australia and New Zealand

B Lab is a nonprofit that serves a global movement of people using business as a force for good™. Our initiatives include B Corp Certification, business sustainability improvement support and advocacy for the opt in Benefit Company status. Our vision is of an inclusive and sustainable economy that creates a shared and durable prosperity for all.

Certified B Corporations are for-profit companies that use the power of business to build a more inclusive and sustainable economy. They meet the highest verified standards of social and environmental performance, transparency, and accountability. To date, there are more than 2,800 B Corps in 150 industries and 60 countries around the world.

[www.bcorporation.com.au](http://www.bcorporation.com.au)

## NAB

NAB's Social Innovation Team supported B Lab Australia and New Zealand to prepare and share this guide.

NAB is Australia's largest Business Bank and a key participant in the ANO research input. NAB sees amazing opportunities ahead for Australia's small and medium businesses. These businesses are the engine room of our country, and are continually innovating and adapting. NAB wants to be there for businesses in key moments, to help turn ideas into real life success stories.

[www.nab.com.au](http://www.nab.com.au)

